RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND QUALITY SERVICE DELIVERY IN LAKE REGION ECONOMIC BLOC COUNTY GOVERNMENTS IN KENYA; MODERATING EFFECT OF WORK ENVIRONMENT

GORDON ODONGO OLALA

MASTERS IN BUSINESS ADMINISTRATION (KISII UNIVERSITY),

BCOM (UNIVERSITY OF INDORE DAVV)

THESIS SUBMITTED TO THE BOARD OF POST GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE CONFERMENT OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) SCHOOL OF BUSINESS AND ECONOMICS, DEPARTMENT OF BUSINESS ADMINSTRATION, KISII UNIVERSITY

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Gordon Odongo Olala   Signature: ....Date: .....5/2/2023.....

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School of Business and Economics

Department of Business Administration

Kisii University

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This Thesis has been submitted for examination with our approval as the University

Supervisors.

Dr.Kimutai GeoffreyPh.D.Signature: .... Date: ....5/3/2023...

Senior Lecturer,

Department of Business Administration,

School of Business and Economics

Kisii University.

Prof.Christopher Ngacho Ph.D.Signature......Ngacho....Date.6/3/2023

Associate Professor,

School of Business and Economics

Kisii University

ii

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Dr. Kimutai Geoffrey Ph.D.   Signature: .... Date: 5|3|2023
Senior Lecturer,
Department of Business Administration,
School of Business and Economics
Kisii University.

Prof. Christopher Ngacho Ph.D. Signature................ Date 6|3|2023
Associate Professor,
School of Business and Economics
Kisii University

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Signed: ………… Email gkimutai@kisiiuniversity … Tel. 0722286033 …… Date: 21|02|2023

Dr. Kimutai Geoffrey Ph.D.

Signed: ………… Email ngacho@ksu.ac.ke … Tel. 0722814848 Date: **6/3/2023**

Prof. Christopher Ngacho Ph.D.

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DEDICATION

I dedicate this thesis to my wife, Dorice Adhiambo, and my children, JohnFrankline Odhiambo, Margaret Awino, and Dickens Omondi for being patient with me as I worked on this document and for wishing me success. May the All-Powerful God bless and strengthen you.

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ABSTRACT

County governments in Kenya were established in 2013 with the goal of constantly identifying strategies that would allow them to increase the standard of service delivery by employing proper human resource management techniques in order to offer excellent services efficiently and effectively. Nonetheless, it is clear that county administrations in Kenya have been plagued by a slew of issues that limit their ability to provide high-quality services. This study sought to determine how the work environment at a county level in Kenya's Lake Region Economic Bloc affected the correlation involving human resource management techniques and quality service delivery. The study's specific goals were to ascertain the association between recruiting procedures and the provision of high-quality services, Establish the connection between performance management and the provision of high-quality services. Determine the relationship between professional growth and the supply of high-quality services, and evaluate how competency expansion and such delivery fare in the county administrations of the Lake Region Economic Bloc. Additionally, it showed how the workplace environment influences the relationship between effective human resource management strategies and the provision of high-quality services by Kenyan county governments in the Lake Region Economic Bloc. The major study theory for this study was human capital, which was supported by the Hertzberg Theory of Motivation, the Expectancy Theory, the SERVQUAL Model of Service Delivery, and other theories. The study used an explanatory research design. Officials from the 985 Lake Region economic bloc counties were the population that was targeted. Using Yamane's (1979) sample size approach, 356 samples were chosen from the population, with a response rate provision of 80%, a 95% confidence level, and p=0.5. Employees were assigned to their appropriate cadres using stratified sampling, and employees were chosen from those cadres using simple random selection. A questionnaire was used to gather the data. Principal component analysis, Bartlett's test of sphericity, and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy were used to evaluate factorability. Expert judgments were used to establish face validity, and principal component analysis was used to test the content validity of the questionnaire and to assess the factorability of the data. The Cronbach's Alpha Coefficient, which measures the dependability of research equipment, was calculated using the split half approach. From the 85 statements employed, the research variables showed an overall Cronbach's Alpha coefficient of 0.965. Utilizing descriptive and inferential statistics, field data were examined. Tables and diagrams were used to show the data after analysis. Results for objectives one through five showed that each of the five objectives had a significant positive relationship with the provision of quality services; however, the interaction of the workplace (objective five's moderator) with hiring procedures and performance management did not show a similar positive relationship. The association between career growth, competency development, and the provision of high-quality services was modulated by the workplace environment. The report suggested that the County government constantly involve professional associations in their hiring and recruiting processes and make sure they use the proper hiring and recruitment techniques. In order to properly link the achievement of their development goals with the performance of County government departments, the County government should offer an adequate framework for performance management. To improve service delivery, county governments must encourage their workers to adopt target setting. The administration of the county government must ensure that the staff is involved in establishing the performance goals.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDICES

LIST OF ABBREVIATIONS AND ACRONYMS

CECM-County Executive Committee Members

CMB-   Career development Behavior

CO-Chief Officers

CPSBM-   County Public Service Board Member

GDP-   Gross Domestic Product

Gvn Office-   Governor's Office

HRO-   Human Resource Officials

IEA-   Institute of Economic affairs

IT-   Information Technology

MMR-   Moderated Multi Regression

MSPS -   Ministry of State for Public Service

NACOSTI-   National Commission for science, technology and innovation

NCIC-   National Cohesion and Integration Commission

OCM-   Organization career development

OFT-   Objective Factor Theory

OSCD-   Organization Career Development

PM-   Personnel Management

PSCK-   Public Service Commission, Kenya

RBV-   Resource Based View

RoK-   Republic of Kenya

WardAdmn   Ward Administrator

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

According to Kosec and Wantchekon (2020), service is the execution of a task or duty by a representative of the state; it is the provision of amenities that the populace needs; it is the possession of the authority to manage resources in a way that benefits the populace; or it is an institution or system that offers the populace something beneficial or essential. The supply of social or public products and services that advance the socioeconomic well-being of the populace is referred to as service delivery. Delivery of such services at the local government level is intended to stir the population's standard of living.

The word "service delivery" is not unfamiliar, but it refers to a number of interrelated relationships between the state, society, and its citizens. The majority of people consider their local governments to be the most tangible type of government they are familiar with. Once more, it's the scale of government with which they communicate the most frequently in daily life (Onyango, 2015).

The success of every firm depends on its human resources. An company may attain efficiency and boost productivity in its operations with the aid of well-established human resource procedures. Employee training, corporate culture, the working environment, recruiting, and selection are all features of managing human resources. Utilizing resources to the fullest extent possible with the use of strategic human resource management approaches boosts overall organizational productivity (Sriviboon, 2020).

By ensuring that human resources are used as effectively as possible, organizations are able to accomplish their goals. When employees perform well, organizations are able to accomplish their objectives. Employee performance is influenced by a variety of factors. These consist of hiring and selection practices, corporate culture, workplace dynamics, and employee training (Bernardi, 2018; Kiruja & Mukuru, 2018; Lorincová et al., 2019; Woerkom et al., 2016).

Sabiu et al., (2019) asserts that effective HRM Practices in an institution ensures workers attain positive results in an effective manner while meeting the institutional goals and objectives. It leads to more commitment to duties among employees while eliciting positive behavior which in turn increases effectiveness within the institution. HRM Practices, when effectively implemented in an institution discourages workers from acquiring negative attributes such as organizational deviant and a culture of poor performance. HRM Practices is to a large extent is seen to positively contribute to effective utilization of human resources in a strategic way while employee's programs contribute to an organization in tangible ways.

Devolutionary duties have been changed to locally determinable phases, resulting in political stability and localized judgments, which creates the optimal environment to address specific requirements (Zungura, 2014). Since the Public Service Boards were established in 2013, there hasn't been much effort put into empirically evaluating their Human Resource Management role in achieving quality service goals.

1.1.1 Human Resource Management Practices

The responsibility for managing human resources falls on department heads in order to increase wealth inside the businesses. Human resource management techniques are used by businesses as strategic instruments to gain an advantage in their sectors. Organizations produce, attract, and retain devoted personnel through the effective implementation of HRMP (Bamberger, Biron, & Meshoulam, 2014). In order to respond to subsidence, which has led customers to save more and spend less while supporting corporate goals and objectives, many firms were forced to change their human resource strategies and reposition their brand.

The profession of human resource management is crucial to the public sector's ability to provide services in the twenty-first century. Regarding global human resource management techniques, the public sector is seeing dynamic changes in the way services are delivered. Globalization and the proliferation of public service delivery options are to blame for these dynamic developments in the public sector. Human resources are essential to public organizations' ability to provide services to the general public. All management operations inside a business are based on human resource practices. Human resource strategy and organizational goals are carried out through individuals. But there are expanding gaps, which have prompted the use of human resource management techniques. These gaps force drastic reforms in public service delivery (Boselie et al., 2019; Knies et al., 2018; Yahiaoui et al., 2015).

The growing worldwide diversity of human resource practices pays little regard to the dynamic development of modern innovations and worldwide competition. Procedures for

human resources are inadequate, biased, and in certain situations provide incorrect predictions and knowledge by presuming a broad willingness to agree on particular sorts activities involving human resources. Disregarding the need for sustainable human resource management techniques implies ignoring the potential and advantages of productivity in sustainability, as well as losses (Bányai, 2019; Kaufman, 2016).

An unbiased civil service based on expertise and the merit principle is established in America by the civil service commission. Under this system, human resources are evaluated and appraised based on their performance on the job. In 1978, the civil service commission underwent a restructure, and the Control over government staff was entrusted to the office of personnel management administration. In order to provide its residents with a world-class, competent workforce, the American government's personnel management office is responsible for recruiting, selecting, retaining, and insuring this (Commonwealth Secretariat, 2016). Furthermore, human resource management techniques developed in the USA throughout the industrial revolution. This came about as a result of the corporation realizing the value of its people resources. The administration and enhancement of HR procedures cannot be disregarded in the pursuit of high productivity in firms (Richman, 2015).

With the aim of developing HR improvement and modernizing HR services, federal government reform initiatives in Germany have placed a strong emphasis on HR growths as well as effectiveness. Ministries presented the concepts of recruiting and selection, organizational culture, work environment, and training and development as guidelines for HR growth. However, HR initiatives did not always result in their effective implementation. A bureaucratic approach is produced as a result of the importance of

4

impartiality and professionalism in HRM, both of which are entrenched in traditional public service standards (Kuhlmann et al., 2021).

Administration, governance, and public policy expertise are still lacking, as are approaches to SHRM that are more skill- or competency-based. States now have the right to decide on SHRM practices, which has drastically changed the legal authority to control civil service regulations. The federal government of Germany only develops uniform regulations governing the basic rights and obligations of all civil personnel. Each ministry and agency is responsible for individually organizing the decentralized training (Torfing et al., 2020).

In Singapore, the need to change public employees' attitudes, ineptitude, financial instability, and technical know-how were the main issues with human resources in the delivery of public services. Singapore's effectiveness in handling the human resource difficulties is attributable Recognizing the capable leadership that created a strategic action plan for human resources, provided assistance, and centralized infrastructure and funding (Commonwealth Secretariat, 2016).

It is commonly known that inadequate human resource management procedures negatively affects the general population's access to government services in Africa. After independence, the public sector had higher employment growth, which led to bloated, ineffective governments across Africa and slowed economic progress. For instance, in Uncertainty in Nigeria's Managing the application of human resource policies has led to a dysfunctional corporate culture and inadequate training for staff, work environment, hiring, and selection policies in local government, which in turn leads to subpar delivery of services to the general population (Uzoamaka & Innocent, 2017).

Gamedze (2012) conducted study on the South African Ministry of Home Affairs' HRM practices. The author stated that HRM practices were the solution to the Ministry's problems since they were given insufficient attention. Additionally, it was claimed that employees needed to be chosen and hired, trained, and placed in ways that let them use their skills and capabilities. Nannyonjo and Okot (2013) noted that local governments in Uganda continued to face a variety of problems that hampered service delivery, including a lack of adequate financial resources, a shortage of skilled labor, nepotism, and corruption. This was true despite the fact that decentralization had started in Uganda in 1997.

Lufunyo (2015) employed an exploratory research approach in his study to identify the human resource development difficulties confronting Tanzania's decentralized local government authority (LGA). According to the author, with the implementation of the New Public Management and Decentralization model, the Tanzanian LGA recognized that the public deserved excellent and dependable services, and that productive human resources were necessary to meet those demands. As a result, HRM in Tanzania's decentralized units was influenced by HR development for productive contributions to goal realization and effective service delivery.

According to Tilas (2014), the public in Murang'a and many other counties opposed the devolved administrations because they thought the services provided were insufficient. The public no longer had faith in county governments to manage public finances in a way that would meet their requirements for services, according to the author. Makanyeza, Kwandayi, and Ikobe (2013) stated that the poor service delivery in Kajiado County was caused by a shortage of competent workers, political meddling, and ineffective coordination with the national government.

The Kenyan public sector should implement numerous human resource practices according to the strategic human resource framework. It covers, among other things, hiring, creating a positive work atmosphere, and training employees. The public service strategy framework's main objectives are to strengthen human resource skills and satisfy current and future demands for effective and efficient service delivery by public sector companies (MPSYGA, 2017).

In the study by Luballo & Kipkorir (2017), found out that HRM practices directly affect service delivery. It was also observed that when management in the human resource department adopts HRM Practices, employee's abilities, attitude and behavior are enhanced resulting in improved levels of service delivery. However, putting in to consideration their indirect effect on service delivery, the researcher therefore, recommended that other researchers undertake further studies on the topic in different environments in order to enhance the understanding the relationship and generalize the findings.

Relatively in Lake Region Economic Bloc counties, planning for human resources should anticipate the quantity and kind of workers the company will require in the future, as well as the extent to which this demand will be satisfied. Due to the current demands, the majority of positions are now filled. In light of the county's cost-cutting approach, there are no rules or procedures regarding internships or management succession, which plays a crucial role in assuring an adequate supply of county workers in the future. The county public service board, nevertheless, mostly relying on political referral and internet sourcing as a means to reach its potential candidates hence limited choice and unprofessional practices (Onyango, 2015).

7

The organization and structure of the office of human resources in the public sector have undergone significant modifications since the New Constitution was recently enacted. These adjustments have resulted in the County Public Service Board being given responsibility for human resource management. On these boards, a number of problems have emerged that prevent the proper decentralization of human resource management. Despite this, there is relatively little information from Kenya about the connection between County government service delivery and human resource management techniques.

1.1.2 Hiring Practices

Hiring can be defined as actions an organization takes to attract potential candidates with the necessary skills for actual employment. Hiring is also known as a process of identifying candidate qualifications, attributes, and characteristics to determine their suitability for the advertised job. It means to pick and choose out among the selected candidates. Recruitment and selection for hiring are key to influencing an organizational performance (Florea & Mihai, 2014).

According to Ekwoaba, Ugochukwu, and Ufoma (2015), recruitment and selection criteria have a significant influence on organizational performance, with the more objective the selection criteria, the better the company is able to hire the best personnel for performance. According to Hollenbeck and Jamieson (2015), every company's human resource management team is responsible for finding, employing, and keeping employees. In this situation, it is crucial to recognize the value in delivering public services of human capital. Public services can only be accurate and trustworthy if there are individuals providing them through people.

When providing public services, the choice of who to hire and pick, and under what particular circumstances, is a strategic option that should be taken with great professionalism. The strategic execution of hiring and choosing employees in the provision of public services may not result in the best results when decisions are not made strategically. Since hiring managers commonly have opinions about recruiting and selection in businesses while not always being operating on a daily basis, Hoffman and others, 2017.

In the delivery of public services, there are various mechanisms that impact recruitment, selection, and hiring of human resources. It is important to consider how recruitment and selection tactics are influenced by other public sector human resource management procedures. In the delivery of government services, it is crucial to consider if hiring is strategic and when it should be done. It is essential to understand why and how human capital is acquired through public service (Elfenbein & Sterling, 2018). Existing machine learning techniques work rather well when hiring is not strategically important. Nevertheless, discrimination must be avoided at all costs.

Being more strategic moves the public sector's employment procedure closer to completion. When considering how firms acquire human capital, a firm should come to a significant set of improvements that the public sector should do. These shifts should include determining whether recruiting and selection are strategic decisions, and when they are, what makes it so. For instance, choosing employees based on their compatibility with the present personnel, properties, and rules is replacing choosing the best workers. Additionally, approaches change from focusing on how a person conforms to a position

inside a certain organization to focusing on how a person's skills match with a work (Srivastava et al., 2017).

In the government, hiring processes are influenced by recruitment and selection, which also has implications for other HRM techniques. This ultimately improves the efficient provision of public services. Human capital is a factor in productivity that is influenced by human resource management methods. Although recruiting and selection practices can appear to not improve the organization's level of human capital, they actually do affect an organization's creativity and success (Nieves & Quintana, 2016).

A human capital management potential for investment, research on public service recruiting and selection is employed as a tool to enhance the outcomes for businesses and potential applicants throughout the hiring process. A well-executed recruiting and selection process may incrementally improve the performance of a good hire for the business, for instance, by increasing the value of applications and reducing the expense of testing unqualified candidates. As a result, human capital is increased, chances of finding a job again are improved, and application waste is reduced (Campion et al., 2019).

For the delivery of efficient and successful public services, it is crucial a balanced human resource power in terms of the number of employees is required for government organizations to competent individuals. Additionally, staff members provide the confidence and responsiveness necessary to provide public services. Additionally, the most important component of recruiting is confirming that the candidate's abilities and talents are compatible with the position (Ashraf, 2017). According to the Employment Act CAP 226, (2012), hiring the best candidates who are a good fit for their employment is the first step in developing

human capital. This is accomplished by matching employees' abilities and talents with the duties in order for the business to achieve its goals and objectives.

1.1.3 Performance Management

At the organizational level, performance management is the process of building a common worker knowledge of what has to be accomplished and when. According to DeNisi and Murphy (2017), performance management entails a variety of activities, rules, processes, and interventions designed to assist people in improving their performance. Scholars are scrutinizing and challenging performance management for being excessively one-sided, a waste of time, and causing damage to connections between managers and subordinates (Mackenzie et al., 2020).

It is crucial to have effective performance management processes and tools if you want to motivate your team to perform at a higher level. The degree of performance management is also quite broad, according to Maisel and Cokins (2014), who suggest that it should be seen inside an organization as a strategy to boost employee motivation for higher performance.

Chemeda (2019) contends that good performance domain understanding is necessary for efficient performance management. Understanding the responsibilities and duties that make up a job description with a company entails this. When one is sufficiently familiar with the requirements of the position, they are in a position to assess and improve performance. This serves as the foundation for rating and advancing performance inside a company. If this is not done, there will be a gap in the assessment of workforce performance and the potential for improving workforce performance inside the company. Additionally,

there is a gap in how the workforce's performance is assessed in comparison to that of coworkers with comparable job descriptions.

According to Bednall et al. (2014), evaluating performance has a significant impact on how well employees perform. Furthermore, March and Raymond (2017) acknowledge that performance evaluation systems are essential for businesses since they place a strong emphasis on helping employees develop their skills. Furthermore, according to Daley (2017), firms may benefit from performance appraisals as a basis for employee retention, compensation decisions, targeted training that meets predetermined standards, and decisions on future workforce promotions. Additionally, Aydn and Tiryaki (2018) link the benefits of performance appraisal to an employee's successful dedication. They argued that the workforce may influence an organization's growth by effectively leveraging individual dedication through networks of subordinates and superiors.

According to researchers like Maden (2015) and Jafri et al. (2016), a workforce's level of proactiveness is related to how well they perform. According to Maden (2015), workers who are more proactive do better than those who are less proactive. It has been shown that employees with high levels of proactivity take the initiative, express their viewpoints, prevent future disputes at their desks, improve their working methods, and have a favorable impact on their colleagues. The other factor that affects how well employees perform is adaptability, according to Dusterhoff et al. (2013).

Besides, human resource departments want confidence that performance evaluation methodologies are designed to uncover employee strengths and shortcomings in order to implement long-term remedial actions as appropriate. According to Mone and London

(2018), inadequate performance management system implementation can reduced motivation, including the belief that exceptional achievement does not translate into significant tangibles like pay increases, promotions, and rewards for individual recognition. Countries worldwide have embarked on performance management to improve their service delivery. To realize that, an investigation of the contribution of performance management on service delivery is vital.

1.1.4 Career Development

Paposa and Kumar (2019) define career development as the process of learning or obtaining the information, skills, and abilities required to carry out a task. According to Hammond and Churchill (2018), career development helps people and businesses strategically and significantly. The main goal of career development is to improve workers' capacities for doing necessary tasks, enabling the business to satisfy client requests. Organizations seeking to improve performance and productivity are increasingly interested in career development. Employers may boost their ability to succeed in the labor market by using employee career progression methods, which provide opportunities for growth inside a company as well as instruction and development of skills (Mandhanya, 2015). Identifying the demands of the business and the workforce's talents is the first step in career planning (Van Vianen et al., 2018). Planning for career development at all levels provides excellent assistance for individuals and groups within businesses (Fountain, 2018). Planning assists organizations and people in achieving their unique goals while supporting one another. Higher performance and increased competence are the results of newly acquired abilities. Career development is an important tool for recruiting, motivating, and

13

retaining high-quality workers. Employee motivation and productivity are increased through career development.

In other words, Career development practice of developed countries have been unsuccessful in African countries once left totally to the individual employee's own initiative (Omotayo, Oyewunmi & Ibiyinka, 2014). In order to recruit and keep the best workers, organizations must understand that their workforce needs to experience good career development. By identifying and meeting these requirements, organizations can maximize each employee's potential (Szromek & Wolniak, 2020).

The concept of human resources management mandates that employees get support for their personal and professional development. In order for workers to provide the best outcomes possible, career development aims to improve technical abilities as well as intellectual, theoretical, and moral achievement of his work (Sinha, 2020). It is done with the intention of boosting the organization's capacity to participate in a market that is becoming more and more competitive (Szromek & Wolniak, 2020).

The process and action of preparing a person to hold or accept a job in the business that is connected to the particular requirements and competencies is referred to as career development (Jawabri, 2017). Career development is a planned learning experience that takes place over a certain length of time to raise the possibility that performance will improve as a result of education, training, and environmental change (mutation) in an organization's activity.

Employee coaching may have had diverse beginnings in the past, but more recently, it was determined that the ideas were mostly the same (Lues, 2016; Mason, 2021). Employee

coaching, according to Lues (2016), is scheduled one-on-one training in which a coach walks an employee through duties, responds to their inquiries, and provides advice.

In a similar spirit, Mabope (2018) noted that managing employee performance in municipalities should involve mentoring and frequent feedback. As a result, employee coaching should be used to improve employees as a training and development project. Career development offers employees with the chance to increase their employability by recruiting on both the internal and external labor markets. It also generates possibilities for promotion within a company and for training and skill development.

1.1.5 Competency Development

The quality of performance in an organization is described by a wide framework called competency development. Performance is correlated with staff competency since it describes the amount of expertise and skills that workers need to accomplish their job inside the business (Aketch & Karanja, 2014). Organizations convey the necessary behaviors with regard to organizational responsibilities through employee competence. Understanding the skill profiles of each person, each team, and the company is the goal of competency development. It begins with identifying the responsibilities and skills of the personnel, recording their evaluations, and interpreting the findings.

Because of the strong demand for competent workers, particularly among the critical decision-making workforce, firms must constantly compete for the best and most talented workers (Kibui, 2015). Competency Development links the elaboration of job requirements to the organization's strategy, which is a radical departure from traditional job analysis (Sita

& Pinapati, 2013).It is important because it puts competencies at the center of providing services.

The technique of career planning has also been consistently adopted by a number of companies across professions or groupings (Wuim-Pam, 2014). A variety of initiatives, including multisource feedback and assessment, coaching tools, and complete and thorough learning frameworks, have just been completed, have been developed using competencies. It is noteworthy that firms are able to clearly express the behaviors crucial to an individual's overall success through the performance management process. Additionally, they may assist people in assessing how effectively they exhibit the abilities and in creating strategies for personal development and, ultimately, the retention of this talent within the business (Wuim-Pam, 2014). Competency development is used by organizations to promote and create a performance culture, improve the accuracy, effectiveness, and efficiency of recruiting choices, and integrate talent management programs.

Competency development helps businesses to pinpoint the crucial abilities, attitudes, and understanding needed to find the best personnel, manage that talent, and grow that talent in order to maintain a viable business (CHCI, 2012). This leads to the definition of competence management in an organization as the process of preserving and enhancing an organization's operational capacity and competitiveness through its knowledge base. An organization may foster and enhance its core capabilities through competence development at all levels, from general employees to management, in all of its key operational areas. Despite the fact that competencies were created with a focus on training and development, businesses must begin employing them in almost all HR functional areas.

16

The level of employee competency is based on how much their abilities have grown over time. Learning is facilitated by work experiences, training, education, and personal development. Successful businesses depend on their valued people resources, who have a wealth of knowledge, abilities, and experience.

Hee et al. (2019) discovered that fundamental skills and management skill development training, both formal and informal, improved employee performance. Assessment methods are necessary for training and development to pinpoint areas for both corporate and personal growth. Organizations risk becoming unsure about the requisite abilities if they lack effective evaluation procedures and the capacity to forecast staff competencies through performance reviews (Hussein, 2019). Organizations should measure essential abilities and address areas that require improvement by effectively applying assessment methodologies and processes.

According to Fuente and Bartram (2018), effective training initiatives and programs result in better employee performance and enhanced service delivery. Additionally, via performance evaluation and management, practical training and development should improve employee work performance and help staff members acquire the necessary knowledge and abilities. According to Ngobese (2017) and Mehlape (2017), it is crucial to carry out training completely and to make sure that training programs are assessed and customized to help people develop, be competent, and perform at their best.

Employing qualified personnel is necessary for managing both large and small organizations (Uzoamaka & Innocent, 2017). Few employees have the necessary information, abilities, skills, and competencies required to work since the Nigerian formal

educational system does not sufficiently educate specific job skills for a position in a particular firm (Hogarh, 2012). As a result, many workers need intensive on-the-job training to get the information, skills, and competences required to significantly contribute to the growth of the firm.

Local governments in South Africa have a history of mismanagement, theft of public funds, nepotism, a lack of qualified workers, corruption, and a lack of financial responsibility (Govender, 2017; Mamokhere, 2020). Further evidence that wider human resource development is neglected comes from the absence of funding for training and development as well as poor mentoring and coaching initiatives targeted at developing graduates and building a pool of skilled technical managers (Govender, 2016). When employee training is correctly carried out, via proper recognition and choice of trainees as well as timing training based on the gaps found in the areas of skills, knowledge, and a shift in the attitudes and abilities of the concerned employees, performance is improved. Thus, training helps the competent employee as well as the organization because it enhances performance and service provision.

1.1.6 Service Delivery

In contemporary Western countries, providing services is tough due to high public expectations, difficult demands, and frequently constrained budgets (Abe & Monisola, 2014). The United States of America ranks as one of the most notable examples of effective decentralization with up to 50 state governments along with more than 85,000 local governments. Authorities have transformed this into a robust development target that is

being prioritized by the federal government and the self-governing states, which has resulted in enhanced service delivery (Rosenbaum, 2015).

Service delivery has improved more significantly in Pakistan. This has improved the way that public organizations offer their services. Since many employees work in central locations, there has been a lot of staff training, which has improved service delivery. A common method may be used to manage employee performance (Orina, 2018). The enhanced service delivery already mentioned will benefit from the added expertise that specialized purchasers may bring to staff training, and this should lower the likelihood of mistake undermining these benefits (Afshan et al., 2012).

Regionally, Ethiopia, Ghana, Mali, Mozambique, Nigeria, South Africa, Tanzania, and Uganda have all shown success with decentralization. However, the impact of decentralization has differed throughout African countries. It is unclear how decentralization affects the provision of essential services in Sub-Saharan Africa.The impact of devolution on service delivery in Sub-Saharan Africa has only been somewhat studied.

The attention that has been paid to research on government decentralization and service delivery has also been unequal (Tshukudu, 2014). The provision of services is a crucial aspect of how government entities interact with their constituents. Public sector performance and service delivery have drawn heavy criticism (Govender, 2017; Fernandes & Fresly, 2017). According to Mamokhere (2020), inadequate, insufficient, or nonexistent service delivery continues to be a major problem for local municipalities in a developing country like South Africa.

The World Bank Group (2016) claims that implementing County integrated development plans, which have an impact on performance, is difficult for devolved governments. Therefore, performance management needs to be repackaged in a way that fosters harmony between the strategic management of public resources and the improvement of residents' lives. Staff competency guarantees improvement of established procedures and enhances management of available resources, allowing residents an opportunity to observe the results of government work and fostering their faith in County authorities (Pangewa, 2015). A key tactic for achieving overall national development is county integrated development planning (CIDP) goals, are challenging for the Kenyan government to implement. As a result, performance is lacking and goals are not accomplished (Hantiro & Maina, 2020). According to the study by Hantiro and Maina, the majority of County Governments have not yet successfully implemented the CIDP owing to management and resource issues that were transferred the previous municipal powers to the counties that are now a part of the county governments.

1.1.7 Work Environment

A crucial element determining employee happiness is the work environment, which is the setting in which a person works (Alhamoud, 2018). According to Hanaysha (2016), the phrase "work environment" additionally applies to the systems, structures, circumstances, culture, resources, work location, and working relationships.

Man's immediate surroundings, or environment, can have an impact on his performance or his existence. Productivity suffers when the proper working conditions, including the necessary tools in a system of support, are not offered. Employee motivation to complete their given task is greatly influenced by the workplace environment (Chandrasekar, 2010).

Employees would become dissatisfied and uneasy with the company if the workplace was challenging (Bakoti & Babi, 2013). In order to increase production and happiness, organizations constantly endeavor to control unfavorable workplace circumstances. High performance from contented workers would boost organizational performance (Abdullah & Ramay, 2012).

Most issues with industrial relations at work may be traced back to workplace conditions everywhere in the globe, including Kenya. Companies that perform public services must offer suitable working conditions and equipment. Initiatives by the public sector to improve the working environment, however, are insufficient and inconsistent. Tubey et al. (2015) state that the majority of Kenya's public sector enterprises do not place a high priority on providing workers with suitable equipment and a comfortable environment to work in.

Potential employees will be most attracted to organizations with favorable work environments. Therefore, organizations should focus on how best to improve the employees' working environment to meet their goals and objective (Njoroge, 2017). Employee performance is correlated with a favorable work environment, and motivated individuals who like their jobs will flourish in such a setting. Therefore, counties in Kenya must create a positive work environment that fosters employees' motivation and enjoyment of their jobs.

1.2 Statement of the Problem

Service distribution is human capital intensive, although there are not many empirical studies focusing on the human resource management practices and Quality service delivery in the public sector (Luballo & Kipkorir 2017). According to Murithi (2018), service

delivery is considered as top strategic priority in organizations. In order to effectively deliver services to customers in a public institution, the government ought to continuously train and motivate its employees to ensure that they possess the needed skills and intelligence to effectively deliver services.

The goal of every organization is to achieve and maintain excellent performance since this promotes the organization's advancement and growth. Even though performance contracting was implemented into Kenya's devolved forms of government in 2013, complaints on the poor service quality offered by the devolved units have persisted ever since. As a result of counties falling far short of their revenue collection goals, unfinished projects, high personnel salaries, poorly maintained roads, the absence of markets for vendors, inadequate or nonexistent the lack of or a delay in paying contractors and service providers, irregular trash collection, pervasive corruption, and street lighting counties have performed poorly overall (Collins & Druten, 2013).

Additionally, according to research, over 51% of residents are unsatisfied with the way in which counties deliver essential services such infrastructure development, water and electricity, and the provision of health and educational services (Transparency International, 2019). This indicates that there is a need for County Governments to improve efficient Human resource management techniques and the provision of high-quality services.

Finch and Omolo (2015) claim that the devolution process gave rise to a great deal of optimism and high expectations for how quickly Kenya's devolved government will advance, improving service delivery, stifling corruption, and raising standards of

performance. However, it appears that Kenya's County Governments have fallen short of the public' expectations and underperformed (Mbaka & Mugambi, 2018). Additionally, it has grown more difficult to meet people' performance expectations for better service delivery, therefore county government leaders and personnel must exert every effort to satisfy public demands.

Various studies undertaken in separate setups indicated that there was need to clearly establish the effects of HRM practices on service delivery. According to Mugambi (2017), there was no affirmative correlation involving human resource management practices and employee output in delivering services. The study considered various HRM practices some

of which included employee relations, employee's retention, compensation, and training and development. However, the researcher recommended that future research could center on other government institutions to ascertain the findings beside the scope of health sector.

Because the chosen decentralization has not thoroughly simplified the procedures of dealing with service delivery, county governments would struggle to provide the requisite services to the people in the absence of efficient HRM practices (Muli, Muathe & Muchiri, 2015). In view of the above, the research studies have not endeavored to demonstrate any existing connection between HRM practices and service delivery in County governments in Kenya as moderated by work environment. To fill this research gap, this research sought to determine the moderating effect of work environment on the relationship between human resource management practices and quality service delivery in the Lake Region Economic Bloc County Governments in Kenya.

1.3 Objectives of the study

The general objective of this study was to determine the relationship between human resource management practices and quality service delivery in the lake region economic bloc county governments of Kenya, as moderated by work environment.

1.3.1 Specific Objectives

The following specific objectives guided the study:

(i). To determine the relationship between hiring practices and quality service delivery in the Lake Region Economic Bloc County Governments.

(ii). To establish the connection between quality service delivery and performance management in Lake Region Economic Bloc County Governments.

(iii). To determine the relationship between career advancement and the delivery of top-notch services by County Governments in the Lake Region Economic Bloc.

(iv). To evaluate the relationship between competency development and quality service delivery in the Lake Region Economic Bloc County Governments.

(v$_a$) To establish the moderating effect of work environment on the relationship between hiring practices and quality service delivery in the Lake Region Economic Bloc County Governments.

(v$_b$). To identify the moderating effect of the work environment on the relationship between performance management practices and quality service delivery in the lake region economic bloc county governments

(v$_c$). To determine the moderating effect of the work environment on the relationship between career development practice and quality service delivery in the lake region economic bloc county governments

(v$_d$). To establish the moderating effect of the work environment on the relationship between competency development practices and quality service delivery in the lake region economic Bloc county government

1.4. Research Hypotheses

The study sought to test the following hypotheses:

Ho$_1$: There is no statistically significant relationship between hiring practices and quality service delivery in Lake Region Economic Bloc County Governments.

Ho$_2$: There is no statistically significant Performance management and the provision of high-quality services by Lake Region Economic Bloc County Governments are related.

Ho3: There in Lake Region Economic Bloc County Governments, there is no statistically significant correlation between career development and high-quality service provision.

Ho4: There In Lake Region Economic Bloc County Governments, there is no statistically significant correlation between competency development and quality service delivery.

Ho5 (a): There is no statistically significant moderating effect of work environment on the relationship between hiring practices and quality service delivery in lake region economic bloc county governments.

Ho5 (b): There is no statistically significant moderating effect of Work Environment on the relationship between performance management and quality service delivery in lake region economic bloc county Governments.

Ho5 (c): There is no statistically significant moderating effect of Work Environment on the relationship between career development and quality service delivery in lake region economic bloc county governments.

Ho5 (d): There is no statistically significant moderating effect of Work Environment on the relationship between competency development and quality service delivery in Lake Region Economic Bloc County Governments.

1.5 Significance of the Study

The following are some of the ways that the study will be useful to many stakeholders, including the Kenyan national government, county administrations, Lake Region Economic Bloc Counties, scholars, and researchers: Quality service delivery to the public is a legitimate criterion by which the national government may gauge its success; as a result, the research will inform national government policy about the devolution of power to county governments in Kenya and the provision of services there.

The national government may also utilize the data to develop strategic human resource management activities to enhance devolution and service delivery to citizens. The study's findings will also aid in choosing the optimal methods for enhancing local and federal government service delivery. The research also generated policy recommendations that the national government may use to improve the delivery of public services.

Since the research focuses on service delivery in their counties, county governments, which became operational with the new constitutional regime, are anticipated to gain a lot from its results.

The county governments are anticipated to be a key player in enhancing the supply of services to the populace. If the devolution of human resource management has enhanced service delivery to the people, as intended by the constitution, this research will tell county legislatures and county executives. The findings of this study may be used by the members of the county assemblies to improve the alignment or update the current county legal framework and to advance service delivery in the counties. This is being done to improve the level of service that county governments research will produce policy suggestions that county legislatures and county executives may employ.

The whole Lake Region Economic Bloc will benefit from this study's efforts to clarify the connection between devolution and service delivery. The discovery may affect upcoming discussions about HRMP devolution among all Kenya stakeholders by illuminating the impact of HRMP on service delivery in county governments in Kenya.

The results of this study will also be important for other developing African nations, particularly those in the East African region that are comparable to Kenya in terms of

culture, economy, and politics. When the study's suggestions are put into practice, the Kenyan public sector will get services more effectively, guaranteeing value for money.

As it creates a thorough model of government decentralization in Kenya and elsewhere, the study will add value to the corpus of knowledge, according to academics. Additionally, the framework for the study that was created might be a helpful resource for academics and other researchers who seek to duplicate this study in various regions and nations. However, this work acts as a basis for additional investigation into this field.

1.6 Scope of the Study

This study's main focus was on the use of human resources to offer high-quality services in Kenya's counties in the Lake Region Economic Bloc. In Lake Region Economic Bloc County Governments, human resource techniques were restricted to recruiting, performance management, career development, and competency development. Between March and December 2022, an explanatory research design was used.

The selection of Lake Region Economic Bloc Counties was specifically considered due to its dense population compared to other regional Blocs in Kenya; the population for this bloc is approximately Twelve (12) million occupants, which is approximately twenty-five percent (25%) to 30% of the whole country's population compared to other Regional Blocs(data from lake region economic blue print). The study was selected to be conducted in this Bloc because it had a smaller population than the one mentioned above. Other reasons for choosing this Bloc to conduct the study included the county's location, its level of funding, and the quality of its service delivery occasionally following National

Government funding. The results of the study cannot be applied to all the counties in Kenya due to the study's limited geographic scope.

1.7 Limitations of the Study

The limitation for this study included, inaccurate responses from the respondents caused by misinterpretation of the questionnaire items, by providing wrong information, or carelessly responding to the questionnaire. However, the researcher cleaned the data to remove wrongly filled questionnaire.

Some survey participants were originally reluctant to divulge information out of concern that their superiors may use it against them or possibly jeopardize the county's service delivery. The investigator booked an appointment with them and presented the questionnaires to the individuals.

Several of the respondents declined to take part in the survey. However, this was lessened by assuring them of anonymity and the fact that the information was only being gathered for academic study. Staff from the county government made up the study's sample size, which is a methodological constraint. The study's sample population was thought to be representative. By using stratified random selection to choose the respondents from the Lake Region Economic Bloc, the sample size constraint was lessened. The fact that this study was conducted during official campaign periods as some of respondents needed to enticed to fill the questionnaires as they thought it was used for political purposes. To overcome this limitation, the respondents assured them of their confidentiality, privacy and anonymity of their identity and the response was only for academic purpose.

1.8 Assumptions of the Study

The study made a belief that the respondents gave truthful answers regarding the work environment, human resource management strategies, and the provision of high-quality services in their respective counties. The study made the assumption that the work environment moderates the correlation involving human resource management strategies and the provision of high-quality services by county governments in the Lake Region Economic Bloc. The respondents were cooperative and honest in their comments, demonstrating their understanding of the work environment, human resource management procedures, and the provision of excellent services. The researcher assumed that chosen samples from County Governments in the Lake Region Economic Bloc were typical of all other County Governments in Kenya in terms of their use of human resources.

1.9 Operational Definition of Terms

Career Development: This research identifies the actions done by county government workers and the county governments themselves to help employees reach their career goals and fulfill job criteria.

Competency development: This study is a strategic human resource management practice (SHRM) that aims at helping employees of the Counties Government with career progression by imparting knowledge to the Counties Government Employees and transferable skills to help them deliver efficient services to the people.

Hiring practices: This study defines it as the process of locating and attracting qualified applicants for jobs opening in the Counties Government and getting the right people

in the right place and at the same time doing the right job to deliver efficient services, which are essential to County Governments

Human resource management practices in this study are defined as the implementation of good interrelated activities and processes to attract, develop, and maintain Counties Government employees.

Performance management is defined as a process for establishing a shared workforce understanding of what is to be achieved at a country level.

Service delivery: According to this study, **S**ervice delivery encompasses the fact that Counties' Government employees deliver their promise in accurate, responsive services as agreed by both employees and County Governments and as expected by the counties' residents.

Work environment: Means the place where one works, which means the milieus around a person. It is the social and professional environment in which a Person is supposed to interact with a number of people; it is a composite of three major sub-environments: the technical environment, the human environment, and the environment set by the County Government for services to be delivered by employees the residents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Framework

A theory is a point of view that aids in comprehending and analyzing a phenomena, including a procedure, system, event, individual, or other occurrence. A concept is composed of recognized ideas or widespread concepts that are independent of the phenomena. Theories are generated through empirical study, which is based on information obtained and verified through observation and experiment (Ros, 2016). This study was guided by Human Capital as main study theory, Hertzberg Theory of Motivation and Expectancy theories as well as SERVQUAL Model of Service Delivery as supporting theories.

2.1.1 Human Capital Theory

Human capital theory was first proposed by Schultz in 1961 and then developed by Becker in 1962. The human capital idea holds that education gives workers important knowledge and skills that boost their productivity and pay. Human resources are divided into two categories: specific and general, according to Becker (1964). Human resources (also known as "firm-specific or context-specific" talents) relate to the knowledge acquired via specific to a certain organization's training and education.

According to Becker (1964), "physical means of development" are analogous to human capital. Computers and factories are two of them. A means to put money in human resources is through training, and outputs are impacted by both training and the degree of return on human resources. Since more input results in more output, human capital is a sort

of productivity. Formal education is crucial and suitable According to the idea of human capital, a population's productive ability can be increased. Human capital theories contend that an educated populace is one that is prosperous.

The concept of human capital emphasizes the role that training plays in enhancing employee performance and productivity. This has been completed through expanding the cognitive pool of commercially viable human ability, which is the outcome of both employee investment and natural skill. A long-term investment in human capital is seen as being made through formal education. This is viewed as being at least as significant as physical investment (Woodhall, 2001).

According to Investing in human capital, according to the principle of, can increase economic production, however its veracity is frequently disputed and contradictory. Prior until now, economic prosperity was mostly built on movable property, such as factories, land, and equipment. While labor was a necessary component, capital equipment purchases raised the company's worth.

In many ways, the idea was an inevitable result of a century of political economic thought. The primary element was the thorough productivity-income assumption. Along with physical capital, human capital appears to be a relatively important factor in raising economic output. The growth of physical capital as well as production are therefore significantly influenced by country-specific elements that determine a nation's investment in education (Breton, 2014), despite the fact that in market economies, physical capital investment is market-determined.

Hollenbeck and Jamieson (2015) claim that every company's human resource management team is responsible for finding, employing, and keeping employees. In this situation, it is crucial to recognize the human capital's worth in delivering public services. Public service provision could precise and dependable when it is done for people and by people. The strength of a nation's economy is largely dependent on its physical and human capital resources. Although economics study has traditionally focused on physical capital, social and behavioral science research is increasingly examining factors that influence the growth of human talents, ability, and experience. In general, self-investments people make to become more economically competitive are referred to as human capital. The successful implementation of learning and growth strategies may be largely attributed to the HC theory (Almendarez, 2011).

According to Peers (2015), staff knowledge and skills play a significant role in how well a business performs. In the provision of public services, human capital plays a crucial role in organizational change and adaptation, according to Rigby et al. (2016). The rationale is that a staff that is strategically coordinated is a powerful tool for coping with swift changes in the market and the general public's wants. include Eldor and Harpaz (2016) showed how a learning environment, which encourages extra-role actions like knowledge sharing, is associated to employee participation. Instead of focusing exclusively on the learning environment, Eldor and Harpaz advise firms to take into account organizational politics, responsibility, openness, and ethical climates. Han and others (2014) claim that assembling teams with individuals from various backgrounds will promote the growth of social capital, a subset of human capital, as well as employee creativity.

Justifications according to Becker's human capital theory from 1962 contend that because it is expensive to hire and choose people, Jobs instills in his personnel the impression that

their connection with the organization is likely to persist. Furthermore, Jobs promotes employees to spend more money on "firm-specific" abilities, even if doing so would make them more dependent on the business as all of those skills often lose their value when used elsewhere. Employees may enter a cycle of mutual dependency because of the recruitment and selection process, enhancing their value to the company.

In addition to developing "firm-specific" skills and talents, recruitment and selection should also provide employees the incentive they need to apply their skills effectively. This aids in easing labor market mobility restrictions as well as labor demand and supply issues. Recognizing HR management strategies that can help a business keep its valuable human capital resources is crucial (Ployhart, 2015). To implement the best human capital management methods, a company must have competence in such processes. As a result, the organization now has additional key human capital resources.

HRMP and overall organization performance are correlated by human capital resources. For a company's specific strategic scenario, HRMP like recruiting, selection, and hiring are of utmost importance (Delery & Roumpi, 2017). Recruitment, selection, and hiring practices frequently predict candidate interest and job-search performance. Individual candidates are drawn to and anticipate applying for employment, and there are several ways that businesses may influence this process at the organizational level.

This idea describes how businesses may make the most of their people resources. A key role in ensuring effective matching is played by information exchange and distribution, organizational design, and complementarities, which in turn maximize the use of all human capital resources. Approaches based on the human capital theory raise new questions about

35

hiring, selection, and recruiting. The expense of hiring and choosing candidates is one of these worries. For instance, the public service engages in a significant amount of internal recruiting, which results in the creation of further vacancies or vacancy chains that need time and effort to fill. Larger firms may find it more difficult and expensive to coordinate across positions and departments than to just do an external search (Nyberg & Moliterno, 2019; Snell et al., 2017).

During the recruiting and selection process, matching workers to their positions helps create foundational value in human capital. The approach of matching, traditionally researched in silos, dynamically matches individual employees with the groups and the circumstances around their jobs, employment, and activities. Human resource strategies vary, for instance, in how hiring is done, how roles are structured, how trainings are conducted, how promotions are given out, and even how terminations may be communicated via a common lens of matching (Weller et al., 2019).

Additionally, even if internal recruiting has advantages, rearranging human capital has social costs associated with integrating newcomers. Internal mobility is even worse since it disrupts work processes. Nevertheless, these adjustments may improve the organization's networking and communication prospects. A significant human resource management and talent management technique for changing the value of human capital is attracting the appropriate applicants, conducting proper placement, and matching individuals to their jobs. Selection and recruitment processes must to take into account evolving circumstances and people. During the hiring and selecting process, adaptability to various individuals and circumstances is essential. However, the corporate climate frequently has an effect hiring

and selection. The type of human capital a firm has may be employed in value-creating activities as well as recruiting and selection processes.

The most valuable resource for a country or an organization is typically considered to be its human capital. It is a crucial business skill and a major determinant of an organization's competitive success and profitability in the modern world. While an organization needs many different things to run well, the management of its human resources is most likely to provide it a competitive edge. In spite of being essential to a business's success, human capital is also essential to a person's employment opportunities and earning potential (Fisher et al., 2003; Fugar et al., 2013).

The hypothesis has an impact on the training approaches used in Africa to offer public services. There is currently substantial evidence for the modeling of investments in employee training, which expands the scope of the contribution of the human capital theory beyond economic development alone. The idea of human capital still offers a sound foundation and applicability to employee development in the provision of public services in Africa. The objective of staffHowever, learning as a component of public administration in offering services overlooked given the present needs of the public customer, which are growing everyday, as well as the citizens' knowledge and ambitions (Oketch, 2014).

According to this notion, staff training affects workers' productivity. Since the 1960s, it has had an impact on people's economies and how the general public views the connection between job and education. It is commonly accepted that graduation expectations are largely influenced by education (rather than social background), that higher education is job training, and Intellectual advancement is an illustration of financial wealth.

On the other hand, methodological issues in the human capital theory cause it to fail the realism test. Closed-system design, a single, constrained theoretical approach, and inappropriate mathematics tools, such as multivariate assessment of elements that are dependent on one another, may all be indications of this. Human capital theory imposes the dynamic route between various forms of education and work as one input procedure. It cannot articulate why wealth inequality is growing, why education boosts productivity, or how status affects productivity (Marginson, 2017).

Marginson (2017) claims that the constraint of the human capital theory is the assumption that employee training impacts employee productivity and, thus, dictates compensation. Public perception of the correlation involving labor and education has been dominated by the human capital idea. The human resource hypothesis states that maintaining one's education is crucial for work and that education is the main factor influencing employee performance. that education is a type of economic capital. The notion of human capital is also fake. This is due to the technique's flaws, specifically the use of a single theoretical lens. The variability of education and employment is viewed through a single lens by the human capital theory. It does not provide a compelling justification for why pay disparities are growing, how education boosts productivity, or the significance of status.

When employers teach their staff on organizational level elements that assist the public service as a whole, human capital has value for the delivery of public services. Effective and efficient training programs and investments in human capital have a significant influence on staff productivity, which raises the quality of public service delivery as a whole. The public sector must see human capital as an asset that merits investment.

Employee training adds to the public sector's entire human capital, resulting in efficient providing services to its inhabitants. However, the majority of public training programs

sector employees only provide the minimal necessities of organization-specific instruction. The government must decide on training in a way that will more significantly increase the efficacy and efficiency of the provision of public services. The public sector must offer information more often while paying special attention to monitoring and assessment since human capital is an intangible asset (Riley et al., 2017).

The effects of employee competency and job satisfaction on job performance is so profoundly good that it adds to the broad advantages of the human capital hypothesis. While creative firms are progressively allowing for more elastic compensation structures, it might be challenging for public sector organizations to suit wage awards (Anderson et al., 2017; Massingham & Tam, 2015; Prajogo & Oke, 2016). According to human resource management, the basis for long-term competitiveness is firm-specific people capital, according to human resource strategy.

On the one hand, it's common to assume that employees are reluctant to advance in firm-specific skills and competencies since doing so could compromise their ability to compete in the labor market. Investment by employees in firm-specific human capital is essential for value creation and appropriation, but there may be a worldwide underinvestment in firm-specific capabilities. The main point is that, even if it is inaccurate, the firm's understanding of what particular capital is may be more important in determining the likelihood that "firm-specific" human capital will serve as the foundation for sustainable profit than objective and specific to a firm human capital (Nyberg & Moliterno, 2019).

It is important to recognize the value of human capital in Kenya's public sector. Employees in county governments are able to pinpoint training shortages and supply the materials needed for staff training in the public sector. This is because it has been determined that there are skills and competency shortages in certain of the activities performed by county governments. Employee training in county governments makes it simpler to handle work process change. This has improved county governments' ability to provide quick and effective work procedures to the general population.

Human capital explains the variable of human resource management practices. It describes the whole set of skills that the labor force as a whole has. These skills in turn boost an organization's productivity. Employee productivity increases with skill level (Goldin, 2016). The most important aspects of human capital are employee development, recruiting, and selection. Human capital management includes hiring, selecting, and advancing employees. Employee augmentation is another option, and it entails deployment and retention (Lin et al., 2017).

Because it states that employees have the information, skills, and talents necessary to deliver high-quality service in public service, the idea of human capital is pertinent to the research. It simply includes increasing the stock of human capital when a public servant is hired to work for the County Public Service. As a result, the framework offers a good foundation for comprehending the dominant, chosen human resource management approaches. It illustrates how these human resource management practices (HRMP) relate to the provision of services. According to the notion of human capital in HRM, the quantity of human capital affects an organization's performance (Samwel 2017). The notion supports the idea that people's knowledge, abilities, and skills have worth. As a result,

efforts must be concentrated on ways to draw in, choose, keep, and grow human capital. This study views it as a viable theoretical framework from which to understand the relationship between performance management procedures and the provision of high-quality services by County governments in Kenya.

2.1.2 Hertzberg Theory of Motivation

Using the hierarchy of requirements for job satisfaction developed by Abraham Maslow, Fredrick Hertzberg created this motivational model in 1959, coming he came up with two different categories of work factors: hygiene factors, or "dissatisfiers," and incentive factors, sometimes known as "satisfiers." Success, adoration, the work itself, responsibility, and development were among the satisfyrs that led to contentment. On the other hand, Herzberg claims that all of these factors—management style, institutional politics, pay, supervision, working conditions—will demoralize personnel. In contrast to motivational factors, may have a longer-term impact by fostering healthy attitudes at work and transforming unhappiness into contentment, hygieneelements do not promote happiness but they might lead to annoyance or short-term motivation. The motivator-hygiene approach places a strong emphasis on determining how best to meet each employee's unique requirements and strengths. Recognition, achievement, promotion, growth, effort, and obligation are all motivators that can help increase employee happiness, but they do not lessen the level of discontent. It is crucial to adhere to sanitary standards in order to reduce employee unhappiness. In order to improve and raise work satisfaction, it is crucial to concentrate on the motivating factors. Motivators are internal variables that increase Employee work satisfaction contrasts with hygiene factors, which are external variables that lead to employee dissatisfaction with their jobs. Herzberg contends that having a

complete inventory of hygiene elements does not always imply contentment. In order to improve employee productivity and effectiveness, motivational factor variables should be addressed. The most important factor for job happiness is the aspect of the working environment. According to Yusoff et al. (2013), the working environment is seen by employees as the most important factor in determining job happiness.

While hygiene issues are related to the work environment, including management and corporate policy, motivational or enjoyment aspects are features that are specific to the work itself. These factors of cleanliness are still essential for preventing negative workplace attitudes. However, employees are also strongly motivated by motivators while at work. To put it another way, hygiene considerations at work include things that keep staff members from feeling uncomfortable or dissatisfied. However, motivators pinpoint aspects of the workplace that provide workers a sense of contentment and satisfaction (Alfayad & Arif, 2017).

Herzberg's motivator-hygiene idea is used by organizations to develop opportunities for employee recognition, enlightenment, and personal progress. Employees must receive promotions after reaching certain professional milestones, be acknowledged, and be given the freedom to manage duties that are connected to their work. The Hertzberg model is criticized for its inability to distinguish between physiological and psychological elements and, more importantly, for its failure to adequately define the idea of motivators and how they differ from hygienic considerations. In lieu of the use of statistics, the motivator-hygiene concept neglects to elaborate on levels of pleasure and discontent as an indicative assessment. It makes assumptions about how each employee in the company will react in a similar circumstance (Badubi, 2017).

The workplace atmosphere has a positive impact on employees' job happiness. Poor working circumstances prohibit employees from displaying their skills in a way that would maximize output. Therefore, organizations need to understand how important a supportive workplace atmosphere is. Employees can create higher results in a good working environment. This makes it simpler for employees to work in a relaxed environment without feeling constrained or under pressure, which would reduce their productivity. Gains gained in the corporate sphere would immediately assist a nation's economy as growth initiatives increased (Armstrong, 2013).

Since it will be in an excellent position to do so, the nation will be able to handle any small concerns that may develop in such circumstances. For both the business and its employees, there are many benefits to having a nice work environment. Employee productivity is increased in work settings where people are involved through flexible work schedules, lower work load, a commitment to teamwork, and assistance from top management. This boosts employee job satisfaction and dedication to their work, as well as their drive to work tirelessly and with rising motivation over time in order to enhance efficiency (Raziqa & Maulabakhsha, 2015). In order for newly hired employees to enjoy doing what they are best at, their tasks should be assigned to them based on their education and desired qualifications. When given authority and responsibility, subordinates develop strong motivation.

Numerous motivated workers are rewarded for their determination to do well at work. Interests and preferences of employees should be considered. In order to analyze prior experiences with criticism and provide ideas and solutions to the present issues that are

43

best for the business and its employees, seminars and workshops ought to be made accessible to employees.

Although continual formal procedures and bureaucracy are necessary for administrations to function well, they shouldn't be done at the price of fostering a positive workplace culture. Understanding how employees in the public sector feel about innovative work habits generally is the goal of this research on their opinions. Therefore, the attitudes and behaviors of public employees represent the innovation of the organization and the caliber of services it provides to the general public (Yunus et al., 2014).

By reorganizing positions to better seeking to merge team-based governance with job resources tactics across all county government branches in Kenya, county governments significantly increased work engagement.

Enhancing the strategic implementation of the work environment aids in maintaining high levels of job engagement. County governments are improved by the strategic adoption of work environments. Through appropriate work procedures, work organization, and space, the strategic implementation of a favorable work environment has been improved in order to influence county governments. This has made it easier to obtain and rely on public services. Although every organizational system and its resources are likely to have a significant effect, The cornerstone of work participation, according to the majority of studies to date, is the needs and resources of the job. This study illustrates how creating a positive workplace culture strategically aids in the effective provision of public services.

A proper work environment is necessary for employee motivation to accomplish its goals. Different motivational strategies can be used based on elements like the social environment

and the organizational culture. A motivating strategy's effectiveness may decline or rise in various corporate cultural contexts. Therefore, it is important to satisfy each employee's requirements and wants, which are correlated with his or her social setting (Can, 2018). According to this study, county governments' work environments are inspiring, which raises the quality and efficacy of the services they provide to Kenyan inhabitants. The working environment and layout in County government are suitable and practical for providing public services. Additionally, integrating job tasks inside a single structure improves service provision and the research ultimately found that the working procedures efficient and dependable. A potential demotivator in county administrations is a lack of functional instruments.

However, the working hours are effective, allowing the general public to be served whenever it suits them. Employees are employed in shifts, which has made it possible for flextime, which lessens boredom at work and employee burnout. According to the survey, county government's workspace is enough for providing public services. Furthermore, the design of the workspace is practical for providing public services. The study found that the county government's work procedures are efficient and enable the public to be served easily. The public customer's task has become more convenient, quick, and easy as a result. The results also demonstrated that county governments follow the law. However, an in-depth analysis is necessary to determine whether the work environment truly modifies behavior and enables HRMP to perform the necessary services.

2.1.3 Expectancy Theory

The expectation theory, put forward by Vroom in 1964, concentrates on how people act in relation to the subjectivity and objectivity of reality. As a result, the idea contends that

behavior is more a product of subjective reality than of actual reality. The theory's fundamental premise is that certain factors affect a person's behavior, the efforts they make, the results they obtain, and the rewards they get. According to the notion, people's reactions to circumstances are frequently influenced by how they personally see them. Expectancy, which refers to a person's impression of the fulfillment of desired results, is identified as a key component among these elements.

Therefore, efforts made by individuals to increase performance are centered on the perceived anticipation. This is crucial for performance contracting and implementation, which have defined tasks that must be completed within a certain time frame. Performance contracts will always be met if the management teaches employees the value of their labor. Instrumentality is the other consideration. At this stage, the person looks forward to receiving a reward for their exceptional work. The idea that rewards are drawn by successful performance is known as instrumentality. This is crucial because when negotiating performance contracts with employees, managers should link rewards for strong performance to employee loyalty and involvement in the program's success.

Valence, or the degree to which one believes that alluring benefits are actually available for taking, makes up the third element. Targets are important in performance contracts because they may be achieved in large part if employees believe their efforts are worthwhile and that incentives are readily available for them. According to the hypothesis, the impulse or inclination to behave a certain way is influenced by the anticipated results. Positive or negative behavior, according to Robbin and Judge (2007), is a byproduct of judgments of satisfaction with results. The employees put forth their best effort on jobs that they feel are feasible, deserving of their best efforts, and rewarding.

The study's use of this hypothesis as its foundation was based on the idea that meeting goals is motivating enough to encourage people to fulfill performance contracts. In addition, the expectation of incentives in the form of promotions, pay raises, and other benefits will compel people to exert greater effort in order to meet their goals. According to Vroom's model, an organization's performance can be improved overall by influencing performance in terms of role perception and individual characteristics through the model's three main components: expectancy, instrumentality, and valence (Cole, 1996).

This model is suitable since it connects performance contracts to the incentives or compliments that are anticipated after successful completion of good work or outcomes. The approach gives managers the chance to be explicit with employees about the behavior they want to reward, which ultimately motivates them to put up extra effort in order to obtain recognition and prizes, helping them to achieve the goals outlined in performance contracts. The personnel are very dedicated and devoted to the goals of performance contracting because they anticipate incentives.

Specific goals that must be accomplished throughout a given financial term are a requirement of performance contracts. These goals are set for the employees to attain, and when management offer rewards for doing so, the employees will work hard to acquire the benefits, making it easier to implement performance contracts. The theory is pertinent to our study because it shows how behavior, performance, and service delivery are related. It subscribes to the idea that when behavior is focused on the job, high performance and consequent service delivery will be attained. When rewards for individuals and institutions are based on performance, service delivery is improved.

This theory has some setbacks as follows; The benefits that certain employees receive in some companies might not be viewed as appetizing since people's ideas of the ideal reward vary over time, and what may have been a good incentive once may no longer carry value to that person (Penn State World Campus, 2011). Many workers and leaders aren't driven exclusively by extrinsic rewards like a salary, bonus, or praise from others. According to Wabba and House (1974), "the concept of instrumentality is found to be ambiguous and difficult to operationalize." The relevancy of this theory is that it assumes when we do things in a particular better way, led to the desired ends; in regards to this study, when county governments practice proper human resource management practices, then quality service is guaranteed. The moderator variable of the work setting is explained by Hertzberg's theory of motivation. County governments consider the work environment to be crucial. A work environment is one where there are enough resources and the working encounter is flexible and enjoyable (Kossivi et al., 2016).

2.1.4 SERVQUAL Model of Service Delivery

Using the SERVQUAL model, dependent variables in the provision of high-quality services. When it comes to understanding and evaluating service quality, service companies and merchants can use the model that A service quality model metric was established by Parasuraman, Zeithaml, and Berry in 1985. The product's functionality was highlighted. The term "quality of service" refers to the discrepancy between expected results and actual results. These were responsiveness, empathy, tangibles, certainty, and dependability (Parasuraman et al., 1985).

The dependability, responsiveness, assurance, empathy, and tangibility are the five aspects on which the Parasuraman, Zeithmal, and Berry (1985) model is built. Physical facilities,

equipment, and the look of personnel are examples of tangibles. A company's reliability may be determined by how well and regularly it fulfills its obligations. Customer responsiveness is the company's eagerness to assist clients and provide fast service; assurance is the employee's comprehension, knowledge, and politeness as well as their capacity to inspire trust and confidence. Empathy is the term for a business's friendly and attentive treatment of clients.

The SERVQUAL paradigm considers service in a way that goes well beyond merely customer service. The SERVQUAL paradigm was partially inspired by the unique characteristics of facilities rather than material goods. For instance, intangibility and heterogeneity make it much harder for a corporation to identify the quality standard than it would be for a manufacturer who can check and measure tangible things. The creation of this model gave service businesses and retailers a methodical way to evaluate the variety of factors affecting customers' views of the general caliber of the company's services. Service quality is defined as the customer's assessment of the company's entire value and delivery (Parasuraman et al., 1988).

The relationship between a person's expectations and experiences is a subject of interest to the SERVQUAL model. A symptom that a service's quality isn't up to par is when a customer's opinion or experience falls short of what they were hoping for. The SERVQUAL model deserves praise for being a reliable and precise instrument for determining service quality. Simply knowing how SERVQUAL is implemented in their particular circumstance is all that is required of service agency executives (Churchill & Surprenant, 1982; Mulders, 2019; Parasuraman et al., 1985).

Using only 22 questions and maybe not being appropriate in various situations, SERVQUAL has drawn criticism Machado et al. (2014); Brady et al. (2002); Cronin and Taylor (1994). The approaches used to assess service quality, however, have a gap given the actual situation in which the issue is found. For comparing service quality across multiple cultures and economies, there are currently no ideal models available.Additionally, the majority of existing models were developed in the West, which is inconsistent with the cultural and economic circumstances of emerging nations. Generic models do not adequately represent the actual dynamic of the real world, and as a result, their application is restricted. Prior service-quality models have come under severe criticism for the quantity and make-up of the dimension. These pre-defined models all exclude service businesses from certain parameters. This incites businesses to develop original metrics for gauging the quality of their offerings (Afthanorhan et al. 2019, Endeshaw 2019).

The ability of a business to successfully use the SERVQUAL model may boost client satisfaction and brand loyalty. Therefore, the fundamental service quality aspects of responsiveness, tangibility, responsiveness, dependability, empathy, and assurance must be included in practice inside organizational quality models. Additionally, the capacity of public service providers to create and use service quality dimensions while carrying out everyday tasks would significantly enhance subsequent successful client results. Plans for your conduct and trust are part of this. In current era of the global economy and borderless globe, this positive conduct results in sustained and improved organizational performance (Gronroos, 2018; Hussain et al., 2015; Hong et al., 2016).

A company must develop long-term plans to improve the effectiveness and efficiency of service delivery. One of the best approaches to long-term organization maintenance is a continuous improvement plan. Therefore, the suggested techniques call for a continuous evaluation of performance measurement. Evaluating service personnel is one way to determine how to evaluate the level of service. In many applications and developments in the field of service quality, the SERVQUAL model is still a crucial tool for assessing service quality (Maghsoodi et al., 2019).

It is crucial to have a competent public service procedure that accurately reflects the public service system. This makes sure that any employee involved in providing the service, regardless of their jobs or personal opinions, can understand and objectively manage it. Additionally, having a service plan identifies possible failure points and offers opportunities to enhance how customers perceive the quality of the services provided. This aids in problem-solving and stimulates thought. Each task in the process is divided into activities, which each involve a processing step, inspection, delay, transportation, or storage based on the current progression (Obeidat et al., 2019; Won & Lee, 2017).

Any organization's performance is impacted by the service quality. The management, the employees providing the services, as well as the clients who receive the services, all have a role in the customer's capacity to have a good experience. There are disparities in how people perceive the quality of services delivered since these perspectives are independent. However, there are discrepancies between the service's and the service provider's recipient's views of the service, as well as between expectations and actual provision (Saleh & Ryan, 1991).

According to Reuss (1986), services adopt an extra systems-oriented mindset and are divided into procedural and convivial aspects. Organizations maintain procedures to guarantee that customers get services on a regular, dependable basis. As a consequence, The technology makes it possible for services to move so that prevents any component from becoming overworked and ensures that the service is provided just when the client wants it. Additionally, the service succeeds because it anticipates the client's requirements, is adaptable, and eager to accommodate demands. The system must include effective oversight, as well as communication and feedback methods. The consumer will respond to the pleasantness of the service during each of these processes. This means that in addition to the service provider's linguistic abilities, body language, and voice tone, the client also reacts to the service provider's actions habits, and behaviors. Pleasant service criteria include professionalism, individualizing the client's demands, attention, advice (which informs the client of the answers currently in place), and problem-solving.

2.2 Empirical Literature

The literature herein indicates different studies and their area of focus on human resource management practices and service delivery relationships.

2.2.1 Hiring practice and Quality Service delivery

Hiring is a process of identifying candidate qualifications, attributes, and characteristics to determine their suitability for the advertised job and then being picked. To select from the recruited and chosen applicants is to pick and choose. The employment process, including recruitment, is crucial in determining how well a business performs.

Florea and Mihai (2014), in their study of the influence of internal and external factors on recruitment and selection performance using the Kalman filter in the United Kingdom, defined hiring as the measures a firm takes to entice people who possess the required abilities for employment. They added that determining an applicant's fit for the job posting involves identifying candidate qualifications, qualities, and characteristics. In order to influence organizational performance, recruitment and selection for hiring are crucial; however, the study did not specifically address the connection between hiring practices and the provision of high-quality services in county government, which this study did.

Using a descriptive survey design, Qudah et al.'s (2014) study on the impact of human resource management practices on employee performance in Malaysia found a significant and positive relationship between hiring and selection/recruitment practices and employee performance. The recruiting process, which offers the policies and frameworks through which performance is achieved and enhanced, is one of the practices that compelling research has shown to have an influence on employee and business performance. This study, however, looked at recruitment practices, selection, and hiring but not whether there is any relationship between hiring practices and quality service delivery in county government which the current study addressed.

Using questionnaires, Sajeena (2017) collected original data from employees at different companies on different areas of recruiting and selection businesses in order to study the impact of public sector hiring and selection methods. The most recent advancements in recruiting and selection strategies used in the public sector as well as the considerable difficulties that organizations face were the main topics of discussion. Public sector endeavors have increased dramatically in a number of economic sectors involving

considerable investments. Companies appoint personnel based on a range of parameters, the researcher observed. But the poll showed that every company has a hiring policy. The majority of employees are employed based on their credentials and expertise, the data indicates.The vast majority of employees are content with the public sector's recruiting methods, and support it. The study comes to the conclusion that direct technique-based recruiting and selection procedures are successful for public sector organizations. The current study focused on County Government, although the study generally included the public sector.

According to Fathmath et al. (2021), the initial stage of human resource management is recruiting and selection Department activity in bringing an employee into an organization. The recruiting and selection procedures used by senior management set the tone for excellent service delivery. The bulk of research have demonstrated a high correlation between organizational effectiveness and recruiting and selection. Understanding the recruiting and selection procedures used by the Maldives' public service is the aim of this study. The research study fills a vacuum in the body of knowledge on recruitment and selection practices by offering pertinent knowledge, supporting data, and assisting in the identification of an important topic. The study's findings state that quantitative research was done to fill a research vacuum and reveal a new issue: how recruitment and selection procedures impact organizational performance in the context of the Maldives' public service organization. The study forecast on recruitment and selection and the current study projected on hiring as a practice

According to Singh et al. (2017), companies must handle the hiring process ethically, rationally, and professionally for good hiring. Customer interactions have an impact on a

company's reputation as well. Therefore, it's crucial to efficiently handle every stage of the hiring process. The research looked at the hiring and vetting procedures used in Delhi's service-related businesses. Primary data were gathered using the survey method, and 300 respondents completed questionnaires. The majority of the staff at the organization were satisfied, but there is room for improvement given the shifting recruitment landscape, which has a big impact on how the business operates when fresh talent and ideas are brought in. The hiring process is fair, and the human resources section of the organization is excellent at placing applicants and filling open positions across all roles. Improvements are suggested for the company's policies, strategies, practices, and procedures. The study was carried in India while current research is done in Kenya's County Governments

Public agencies ought to have procedures and rules in place for hiring new employees,selection, and hiring, as stated by Saviour et al. (2016). The right recruitment and selection processes are used to achieve this. The top employees are chosen using a combination of experience, interviews, and educational or academic qualifications. Additionally, it is necessary to provide each candidate an equal chance; discrimination must be avoided at all costs. Employee recommendations are a great idea, but they should only be utilized sometimes since they can result in bias and, In some cases, hiring people who don't considerably boost productivity can benefit the company. Additionally, since most qualifications are irrelevant to the task at hand, thorough qualifications should be highlighted and linked to it during the selection and recruitment processes. Finally, the human resources department should regularly evaluate employees to motivate them to do their best work, as this will keep them alert and assist them enhance performance. A narrative, cross-sectional survey methodology was used to recruit 300 HR experts for the

study. The sample contained 300 members of the intended audience.In the study, deliberate sampling was utilized. In this study, the logistic regression model is employed. In the present study, an explanatory research design was adopted.

According to Adam (2020), the current obstacles in the management of people for recruitment and selection are influenced by economic, legal, and political systems. In African countries, it's typical to think that a job opportunity has already been filled before you learn about it and that the advertising is only outlining the hiring procedure. Many African nations engage in fragmented human resource management practices. This is because regulations look extremely strict when it comes to ensuring that workers receive justice and compensation, but they don't adequately address human resource management issues when it comes to handling employment disputes and don't send them to courts or government commissions. The majority of the recruitment procedure in Africa is concerned with your connections and network.

The five-point Likert scale was used to produce the surveys.The degree of association between the procedures used for hiring and choosing personnel and employee performance was determined using the T-test as an inferential statistic. According to the study's findings, companies should be willing to discuss job specifications and duties with employment agencies in order to assist with recruiting and selection. According to research, a company's personnel quality determines whether it is strong or weak, and a smart recruiting strategy enables a company to select suitable and skilled individuals who can boost performance.

In their 2016 study, Onyeaghala and Hyacinth looked at the effects of hiring procedures on employee productivity both in the private and public sectors. The study's findings showed

that there is a considerable difference in the productivity attained as a consequence of both public and private firms' selection processes. It has been shown that factors affecting selection processes in the public and private sectors are similar. The study comes to the conclusion that to be able for both private and public sector organizations to have a healthy and suitable workforce capable of high productivity, they must design and adhere to an exacting and logical selection system. Without a single hint of prejudice, discrimination, or partiality, they should always assess factors like educational background, experience, and geographic location during the hiring process. The study employed a survey design with a questionnaire to collect data. An method called test-retest reliability was utilized to evaluate the instrument's dependability. 216 respondents from both private and public organizations in Makurdi, Benue State, who were randomly selected, gave the data. The data were examined utilizing social sciences-specific statistical methods and the t-test analytical tool. software.

Using an in-depth interview and questionnaire, 51 officials and public employees in Ambo town provided the primary data, which was then collected and analyzed using SPSS version 20 software. The formal recruiting and selection procedures were not being followed, and there was no oversight to assure fairness and openness. A competent team must be assembled to supervise the hiring and choosing procedure. In order to ensure that job postings are seen by more people and attract more quality candidates, it's crucial to apply a range of recruiting and selection strategies when sourcing people.

Hur-Yagba (2021) looked into how the hiring and selection processes used by Nigerian Railway Corporation had an impact on employee performance. The results showed that the recruiting and selecting process, particularly with regard to the source of recruitment and

recruitment selection technique, has a major impact on performance and has substantially spurred employee innovation.The recruiting source or policy shouldn't be influenced by the government or politics. Using Taro Yamane's sample size determination approach, 248 persons were randomly selected from the population of 656 people in the nine corporate departments. The main technique for gathering data was a well-structured questionnaire. Information was gathered through surveys and in-depth interviews. The correlation analysis was used to analyse the data.

Gamage (2014), in the study effect of human resource management practices on employee performance by descriptive design in Tanzania, noted that the type of recruitment and selection practices that are used would determine who is hired in an organization. If properly created, it will identify qualified individuals and carefully match them to the position. The study went on to say that using an accurate selection tool would enhance the possibility that the proper individual would be chosen to fill a position; however, this study did not make a connection between hiring practices and the provision of high-quality services in county governments, as the current study did.

In order to predict employee performance, Tumwet et al. (2016) looked into how county governments used recruiting and selection tactics. Descriptive statistics were used in the analysis, correlation analysis, the SPSS software, and Cronbach's alpha. The study's conclusions provide information on how county governments may improve their recruiting procedures to enable people to perform effectively in their specific roles and increase organizational effectiveness. It was recommended to use a variety of recruitment sources and to establish and implement fair and consistent recruitment and selection procedures.

In Kenya, Olayo (2018) examined the relationship between HRM and parastatal effectiveness. The study investigated the effects of recruiting and selection, training and development, perceived corruption, and HRM practices on parastatal performance in Kenya. The study included both quantitative and qualitative approaches as well as a descriptive survey methodology. While the present study examined county government workers, the previous study concentrated on the management and personnel of Kenyan business parastatals. 240 participants in all were randomly selected using the cluster random sample method from 10 parastatals. Interviews and self-administered surveys were used to collect primary data. Data were analyzed using descriptive and inferential statistics, correlational and multiple regression approaches, and SPSS version 23. It was discovered that human resource management tactics, particularly proper 137 employees in the human resources departments of five state-owned businesses in Mombasa County were the subject of the study, which used a descriptive research technique.recruiting, had a significant positive influence on parastatal performance. It was also shown that parastatals performed better after implementing personnel training.

A research on diversity management and hiring, selection, and recruiting was done by Ali et al. in 2019. The study's foundation was resource-based theory, which places a strong emphasis on an organization's resources.

The findings indicated that municipal governments have not implemented numerous recruitment methods, which has led to subpar hiring. Modern hiring practices, such using the internet, have not been used. The two most common methods of hiring were interviews and advertisements. The bulk of employees employed by local governments were found to be lacking in the fundamental knowledge and abilities needed to assist resuscitate programs

in their respective departments. Local governments have trouble properly carrying out their duties due to a lack of funding. To gather experienced applicants, skilled workers, and knowledge, local governments must use effective and productive modern recruitment techniques if they want to boost service delivery. To properly carry out their duties, local governments require financial support from the federal government. The newly enacted county government will address the difficulties that local governments have in their hiring processes, ensuring that the best and appropriate talents and expertise are used. While the present county governments are those of the Lake Region Economic Bloc, the study was conducted in Nyamira County.

In order to enhance care delivery, Maina (2016) contends that personnel levels should also be increased, particularly in county-run structures. In order to match individual traits to work tasks and determine if those attributes fit job requirements, the human resource development (HRD) function is crucial. Therefore, It is suggested that counties look for these qualities when hiring new employees and support them to help workers become managers. Olayo (2018) asserts that opinions on corruption affect the relationship between HRM practices and performance in Kenyan parastatals. On the other side, Makhamara (2017) asserts that service delivery and strategic recruiting and selection both have a weak relationship.

Hiring practices follow the county governments' policies, needs, and strategies as recommended by the transition report to curd unprofessionalism. Despite the fact that certain research have been launched in other nations, the literature shows that the majority of studies evaluating the connection between HRMP and performance have mostly emphasized organizational performance in industrialized nations. Despite advancements,

it is yet unknown how much they will contribute to improving employee performance in the government. (Transition Authority Report 2015). There is no statistically significant correlation the relationship between employment practices and the provision of quality services by Kenya's Lake Region Economic Block County Governments, which was the goal of this research, which aimed to close the gap by examining the connection between hiring practices and service delivery quality.

2.2.2 Performance Management and Quality Service Delivery

Performance management entails appraising performance, giving feedback to the employees and offering rewards or punishments to them (Tooranloo, Azadi & Ali, 2017). The first phase in the performance management process, which also includes goal-setting, training, and incentive systems, is performance evaluation. Feedback on one's performance inspires one to improve for subsequent performances (Aguinis, 2019). Additionally, as this procedure may be carried out annually, effective performance management may help the municipality improve the caliber of service delivery. It involves coordinating the organization's goals with the agreed-upon metrics, competencies, and development plans of the workforce as well as the production of organizational outcomes.

According to Kariuki and Reddy (2019), performance agreements should be created promptly, and any subpar performance should be looked at and fixed. Performance management identifies the causes of underperformance and offers recommendations for performance enhancement (DeNisi & Murphy, 2017).

Elliott (2015) claims that defining objectives is an important part of evaluating performance since it inspires employees' talents, gives them a vision, and encourages them

to develop better working methods. According to Ismail and Rishani (2018), frequent contact between the appraiser and the appraisee is crucial throughout the process of evaluating performance. To accomplish the intended It is crucial that all parties are informed of what is expected of them in order to execute, and how to conduct themselves. Communication is the only way to ensure information flow and, more importantly, agreement on the desired performance criteria. Performance evaluation is typically a disliked, unpleasant task that is difficult to master. Both superiors and subordinates dislike giving and getting them. Performance evaluation serves a variety of functions, and improved performance and efficiency are becoming increasingly important in the present unstable corporate climate. It may thus seem like an unwise move to abandon the sole program with the names performance and workforce priority.

Furthermore, Umpqua Bank, a local bank that Forbes magazine placed number 23 on its list of the greatest companies to work for, overhauled its performance review process a year ago. Four out of the nine primary features in their present system, which is an online version of appraisals, are universally applicable to the bank's complete staff. Before conducting personal interviews with each employee individually to discuss the manager's opinion of that employee, the supervisor evaluates each employee's self-evaluation and makes a note of the final appraisal. They also debate professional growth at the time or in the future and establish future goals (Fletcher, 2019). However, they, like all other performance appraisal schemes, frequently run into difficulties; this study was conducted in the banking industry.

According to Fletcher (2019), performance appraisal is a required process in which measures, evaluates, or explains each employee's workplace behaviors or traits based on

their rate over the course of a set amount of time, with the corporation holding the data. When a suitable performance management system is set up and is maintained by the payment method connected to the results management system, claim Huang and Xu (2020), the workforce will use open effort. By encouraging efficiency, performance appraisal and incentives contribute to improving a company's operations (Fletcher, 2019).

Additionally, there is a strong correlation between the employee's perceived production and the performance rating (Kampkötter, 2016). The most crucial activities of human resources that have been extensively investigated, entail assessing the workforce's performance, which is typically lined up annually or quarterly, citing Kampkötter (2016). Performance reviews are regarded as one of the most crucial techniques for managers to evaluate the effectiveness of their team (Wang & Tsai, 2013). Performance assessments are utilized for a variety of purposes, including pay raises, promotions, career advancement, and the giving of insightful and in-depth feedback, according to Klehe et al. (2018). Additionally, the performance assessment system is utilized by many businesses to provide incentives to their workers in the form of promotions, bonuses, and salary increases in addition to being an important tool for managing human resources to progress their personnel (Aydn & Tiryaki, 2018).

Additionally, Aydn and Tiryaki (2018) describe performance appraisal as a method for progressively determining an employee's performance, assessed, and improved within the company. The process includes a variety of steps, including professional development opportunities, frequent feedback, and acknowledging employees' accomplishments. According to DeNisi and Murphy (2017), performance appraisal is a discovery tool for evaluating an employee's performance in relation to predetermined objectives with a focus

on determining their capacity for growth and improvement. By measuring employee effectiveness, such as selection, recruitment, training, and development, systems of assessing performance help businesses achieve their vision and purpose (Clifford Tizhe Oaya et al., 2017).

Systems of performance evaluation are a major factor in the focus on better, more precise, and more affordable methods for evaluating employee motivation and work performance. These devices are essential tools for enhancing employee performance in businesses. Additionally, it is considered one of the most important functions of managing human resources, and a system for managing performance effectively is a crucial component of a company's management of the efficiency of human resources (Cloninger et al., 2015).

According to Raymond (2017), some businesses are dissatisfied with their display evaluation procedures. As a result, performance evaluation procedures are not ideal tools for identifying employee performance. However, it is believed that performance evaluations are crucial for fostering a supportive work environment and enhancing customer service. Additionally, there are several flaws with the process of evaluating performance, such as a disregard for business culture, bad design, a refusal to deal with issues of poor performance, and time constraints.

Performance Appraisal (PA), according to Wambua (2016), is the planned and routine evaluation of an individual's performance and productivity at work using pre-established standards and organizational goals. This indicates that performance goals must have been developed and shared with employees, and the employees must understand the performance period. The next step in performance evaluation is to assess how well the

established performance objectives were achieved. Performance Appraisal comprises identifying, observing, measuring, and enhancing human resource performance inside the organization, according to Denkyira (2014).

According to research by Abdullah and Wei (2017), the purpose of performance reviews is to gauge how a person's behavior has changed while he or she is enrolled in a training course. Additionally, they said that performance evaluation is a procedure to ascertain the degree to which training has met the objectives specified by the company. Performance reviews might also happen once or twice a year. An individual's work performance may be determined and assessed through evaluations made based on how the employee completes the task, from the employer's observation, or from the colleague's observation (Parveen & Inayat, 2017). To make sure that the HRM practice is successful on employees, the outcomes of the performance assessment may be examined and assessed once it is completed. Additionally, when individuals deliver the standards of quality set by a business, performance appraisals will be favorable (Abdullah & Wei, 2017). Therefore, conducting a performance evaluation is crucial for human resource managers to determine whether an employee provides consumers with high-quality service.

After the government implemented the Economic Structural Adjustment Programs (ESAP), performance management systems (PMS) were established in Zimbabwe for teachers and other state officials in the 1990s (Dzimiri & Mkosana, 2017). According to Ncube (2016), the level of detail in performance feedback is crucial for letting employees know their strengths and limitations. Eliphas (2017) discovered that instructors would put in a lot of effort if there was a potential of promotion through a system of performance

evaluation. He came to the conclusion that the purpose of performance feedback is to help workers identify their areas for growth.

In Rwanda, Ndigijimana (2020) conducted research on the issue of improving public service performance using performance contracts. With 125 participants, the study employed an explanatory descriptive approach. We utilized simple random sampling for the surveys. The research opened the nation's eyes since it showed how performance contracting improves accountability, service ownership, and public involvement in addition to increasing the efficacy of services provided. These elements work together to offer high-quality services to a nation. This study was carried in Rwanda while the current is in Kenya

To investigate how performance contracts affect delivery of service at the commission, Waruri (2016) used the Kenyan setting of the Teachers Service Commission. The permanent instructors Service Commission workers, including the secretariat and the instructors, were the sample population for the study, which employed mixed research designs. For the study, both primary and secondary data were gathered. The analysis verified that performance contracting had a role in the Commission's service delivery. However, the research found that the commission's plan for performance contracting had not been considerably delegated to enable effective participation and involvement of all workers at all delivery of service levels. Performance contracting thereby improved the delivery of services. The study did not address performance management in County Governments

Arimi, Maore and Kerino (2017) did a study on the factors driving performance contracting implementation in public institutions in Kenya, using a case study of the Kenyan ministry of sports, culture, and the arts. The current study was conducted in the Kenyan Lake region Economic Bloc County Government. Descriptive analytic strategies were used. In terms of committee composition, employee awareness, and employee commitment, the study discovered that company culture has a substantial influence on performance contracting. According to the study, increasing communication channels, raising worker awareness of performance contracting issues, and prudent leadership are all important factors to take into account for the effective implementation of performance contracting to achieve increased service delivery.

On the other side, Jerop & Kiptum (2017) tried to determine the impact of performance contracting on the provision of organizational services in their study. The study's goal was to determine how work plan management affected the provision of services. In Eldoret, data were gathered using questionnaires sent to permanent workers of state businesses; in the current study, data were gathered using questionnaires distributed to staff members of Lake Region Economic Bloc County Governments. The current study used an explanatory research approach, whereas the previous study employed a descriptive survey research methodology.

147 employees from 21 state businesses in Eldoret at various management levels participated in the research. The target population was fully counted for the investigation. As a means of gathering data, questionnaires were employed. According to the study's findings, state companies and other organizations should evaluate their employees' performance based on their accomplishments and note any gaps and factors that may be

influencing it. They should also create these tactics and oversee their execution in order to assist culture transformation.

Okech (2017) found in his research that performance contracting has a significant impact on service delivery efficiency in terms of reduced operating costs, increased revenue, and better resource use. However, the study found that a number of issues with service delivery, such as insufficient resources, a lack of training, and the absence of official awards, must be addressed. While the present study conducted in County Government depended on primary data, it employed an explanatory design and secondary data.

Ndubai, Mbeche, and Pokhariyal (2016) examined the elements affecting Kenya's public service delivery. 470 public entities were the target population for a cross-sectional study approach. It used second-hand information. Based on the outcomes of performance evaluations done between 2004 and 2011, they used a cross-sectional design. With a 73.6 percent total increase in service delivery, they proved that performance contracting was a factor in the improvement in public service delivery.

Ang'anyo and Mbatha (2019) examined the effects of the use of performance contracting on the provision of public services in the National Government Administration environment. They wanted to look into how public complaints are handled, human resource management, and financial stewardship were impacting the provision of services using the Eldoret West Sub-County. In their 2019 study, Ang'anyo and Mbatha integrated the Principal Agent and New Public Management theories. Performance contracting and Government administrative service provision was demonstrated to have a moderate correlation using the descriptive survey study methodology. The study essentially verified

that a variety of factors work together to promote service delivery. Additionally, there were only minor variances across the different dimensions and complaint-handling techniques. Additionally, it was shown that these processes had a beneficial impact on better service delivery.

In a related research, Ngetich (2015) investigated the effects of performance contracting on service delivery in the Nakuru sub-county. He used the case study approach and chose a stratified sample of 113 workers from a target population of 375 employees. Primary data were gathered via a structured questionnaire. One of the conclusions was that the introduction of performance contracting did, in fact, boost service delivery in the sub-county. While the current is explicative, the study was case-based.

Mugabo, Mulyungi, and Ngusale (2018) looked into how the use of performance contracting affected service delivery at the Kicukiro water project. The study specifically tried to pinpoint variables influencing the adoption of the performance contracting culture. This study primarily sought to determine if performance contracting has improved service delivery. Earlier, a descriptive research approach was employed; today, an explanatory design is used. Additionally, both qualitative and quantitative data gathering techniques were used. A basic population size of 226 respondents was gathered for the study from a population of 550 Kicukiro water project personnel using a multistage sampling procedure. According to 99.1% of respondents, the introduction of performance contracts had an impact on service delivery. The impact of performance contracts on service delivery was described using qualitative data obtained through interviews, participation, and observation. According to the study, there is a very strong positive association between the

execution of performance contracts and the provision of services. One of the suggestions mentioned was the necessity of making performance contract implementation simpler.

Reviewing the research on perceived variables influencing performance management techniques among local authorities by Nzuve and Kaimuri (2013), who examined the impact of organizational culture, stakeholder participation, and leadership. The study made no connections between service delivery and performance management. Additionally, they neglected to assess how the HR department contributed to programs for performance management. Additionally, their study did not analyze the organizational climate's moderating influence. This validates the study's goal of determining the correlation involving performance management programs and high-quality service delivery. By examining how performance management measures such as target setting, assessment, and performance contracts may be utilized to improve service delivery in County governments, the study specifically aimed to close this gap. There is no statistically significant association in Lake Region Economic Bloc, between performance management and quality service delivery County Governments since the literature on performance management and service provision demonstrates a mismatch.

2.2.3 Career Development and Quality Service Delivery.

The process of gaining or passing on the information, skills, and abilities required to carry out an activity is known as career development (Paposa & Kumar, 2019). Employers and workers may both gain strategically from career development (Hammond & Churchill, 2018).

70

Employee career progression initiatives give employees with the chance to learn and enhance their skills, which increases their employability on the job market and opens up prospects for advancement inside a company (Mandhanya, 2015).

Planning for career development starts with determining the needs of the company and the skills of the workforce (Van Vianen et al., 2018). Planning for career development at all levels provides excellent assistance for individuals and groups within businesses (Fountain, 2018). Planning assists organizations and people in achieving their unique goals while supporting one another. Higher performance and increased competence are the results of newly acquired abilities. Career development is a key strategy for luring, inspiring, and keeping top talent, which raises employee engagement and productivity.

This is the case because academic staff consider private institutions to be more modern since they provide employees more independence and control over their careers. Service delivery at public higher education institutions has decreased as a result of this. This has been accused in certain backward African societies, such as those that have glass ceilings for women's job advancement in the workplace; this study looked at a career in higher education, while the current study looked at career development and quality service delivery in county governments Kenya.

As supported by the above scholars, the current study justified the relationship between career development and quality service delivery in county governments. The Chartered Institute of Personnel Development (2011) Survey recognized that several companies in the United Kingdom lacked a proper-documented and updated career development plan for their employees. The study was a survey while current was explanatory

Conversely, Omotayo, Oyewunmi, and Ibiyinka (2014) the study of career development as a determinant of organizational growth, modeling the relationship between these constructs in the Nigeria Banking sector, a survey research design while current was explanatory, noted that the application of career development practices in developed countries had been unsuccessful in African countries once left totally to the individual employee's own initiative this study addressed career development and organizational growth while the current study linked career development and quality service delivery in county governments.

In the south-south area of Nigeria, Akpan, Owhor, and Nsikan (2017) looked at the workplace mentorship practices and long-term commitment of university teaching hospital employees. In contrast to the present explanatory methodology, the research used a correlation survey design. Three university teaching hospitals in Nigeria's south-south area were arbitrarily chosen for the study's purposes. 131 individuals were chosen for the study using a purposeful selection method. A systematic questionnaire that had been pretested was used to gather primary data. The study finds that employee mentorship significantly affects healthcare employees' commitment to provide effective services. The study makes the case that managers of healthcare staff should give group/team, one-protégé-one, and informal mentoring more attention and relevance because it has been shown to dramatically increase total worker commitment.

Tewari and Sharma (2014) studied the topic of mentorship for productive, uplifting workplaces. The case study was created using the qualitative data. A standardized questionnaire was given to mentees once again to assess the impact of mentoring on them and how it helped them become better employees. The case study illustrates the framework

72

and procedure that may be used to formally create mentoring in an organization. The benefits of mentoring were evident since the mentees reported feeling supported, directed, and incorporated into the company as a consequence of the mentoring process.

Kakui and Gachunga (2016) found that career mentoring affects employee performance in their study, "Effect of Career Development on Employee Performance in the Public Sector: A Case of a Cereal Board in Nairobi, Kenya," which used a descriptive design. The study was conducted in the public sector, specifically in the Cereal Board, and the authors noted that career development is a systematic planning method used to link employee career objectives with the corporate career needs of an organization. The study was carried out in Cereal Board while current study was in Lake Region Economic Bloc County Governments.

According to Mwashilla (2017), career planning is the deliberate process by which an organization or individual learns about personal competencies and gears on plans to realize precise career goals. The study examined the impact of career development on academic staff performance in public universities in the coastal region of Kenya. It opposes determining a person's professional objectives and implementing personnel initiatives to support those goals. The current study, which focused on career development on quality service delivery in county government, was conducted concurrently at public universities, particularly in the coastline area and in counties that are part of the Lake area economic bloc.

In a research on career preparation and succession management practices of the clinician at Kenyatta Hospital, Chebet (2015) argued that there are essentially two techniques when

it comes to career planning, namely the organization-centered planning system and the person-centered planning system. Additionally, person-centered career planning seeks to identify an individual's abilities and interests, as opposed to organization-centered career planning, which mainly focuses on the development of personnel. The responsibilities of the two parties—the individual and the organization—are now defined by career planning. This study addressed career development in public institutions and hospitals, while current research was conducted in Lake Region economic bloc county governments Kenya.

According to Nyambura and Kamara (2017), who used a descriptive research design while the current study used an explanatory approach, mentoring increases job satisfaction, organization commitment, and career achievement. Through mentoring, less experienced workers are motivated to learn the skills of more seasoned workers, which improves performance. Since mentoring can be tailored to meet the needs of each individual employee, it is a suitable training method. Nevertheless, both people and the organization must work hard to complete the mentoring process. The person has personal career objectives that call for the development of his or her abilities. The corporation, on the contrary, must offer training courses to people who will guarantee that personal and corporate career ambitions are compatible. County governments should now see to it that learning groups are established, as well as that their staff members get seminars and workshops. This will help individuals develop the competences they need to do their jobs better and get ready for future career and role shifts.

Oduma & Were (2014) and Nyambura & Kamara (2017) were case studies, hence their conclusions cannot be extrapolated to other areas such as county governments. Previous studies; Kemboi (2014)and Nyambura and Kamara (2017) failed to link career

development to quality service delivery in the County governments. As a result, there is a lack of statistically significant association between career growth and outstanding delivery of service in Lake Region Economic Bloc County Governments, which was the purpose of this study, which was intended to investigate the relationship between these two factors.

2.2.4 Competence Development and Quality Service Delivery

In accordance with Wallen et al. (2016), there are two types of on-the-job training, where employees receive training while performing their jobs. This kind of training is more convenient and economical. This approach may be used to teach people who are both competent and incompetent. The strategy promoted paying for what you do. For example, it may be accomplished by work rotation, job expansion, and training. Another strategy for developing competency is through off-the-job training, in which staff members get instruction through conferences, seminars, and workshops held away from their place of employment. Although the approach was expensive for the firm, it was economical when educating several individuals.

Chan (2016) conducted study on performance management and key competencies in Canadian public libraries. Unlike the current research study, which was explanatory, the study utilized a survey design. The research uncovered 6 key capabilities. The results showed that interpersonal, creative, leadership, customer service, analytical, adaptable, organizing and planning, accountability, technological competence, and organizational knowledge were the most crucial competencies to improve employee performance. Unsatisfactory performance in any competency necessitates an action plan to improve the relevant ability in order to attain superior performance and meet defined goals. This study

concentrated on general competences but did not analyze staff competencies in-depth, leaving a conceptual vacuum that was filled by the current study. While the current research will focus on County Government service delivery, the previous study centered on performance management. Additionally, by performing the study in underdeveloped nations like Kenya, the study aims to close the contextual gap. While the present study utilized a descriptive and explanatory research approach, the previous study used a survey research design. Puteh, Kaliannan, and Alam (2016) performed a study that examined organizational excellence and staff core competencies. While the current was explanatory, the study utilized a cross-sectional survey methodology and interpretive analysis. The study was conducted using a qualitative technique through in-depth interviews with fifteen management of human resources managers and directors in Malaysia's service-based industry. The results show that despite the many activities, roles, and nature of service-based enterprises, core skills are extremely important for excellence in organizational performance. Despite the favorable findings of this study, further quantitative research is still required to determine the impact of staff competences on these outcomes. The 15 individual sample is too small to allow the findings to be extrapolated to a wide population; thus, this study will attempt to include a sizeable sample (379) that will allow for this. By doing the study in the setting of Kenya, the contextual gap was bridged.

In their study on competences to improve clarity about roles during delivery of services in a third-world environment, Nansubug et al. (2015) used a correlation design and a quasi-experimental non-equivalent group design, Opined that the UK uses an outcome-oriented competence framework encompassing standards that guide training, assessment, and accreditation of employees while Australia practices a joint output- and outcome-oriented

competence framework comprising of standardized competencies required of an employee at the workplace.

Furthermore, earlier research on training and development focused on different forms of in-service training and the enhancement of teachers' professionalism following training and development. Sayed Abdelhamied (2019) did this study with the aim of evaluating the impact of training activities provided for hotel staff on enhancing the quality of service provided to hotel guests. 220 hotel staff from Egypt's Greater Cairo and Sharm Al-Sheikh areas participated in this study. SPSS was used to evaluate the data numerically. Training activities demonstrated an improvement in employee performance that was considerably able to support service quality by the hotel organization at the conclusion of this research.

According to Abdullahi's (2018) research, worker productivity among the academic staff at the Polytechnic State of Kano, Nigeria, is affected by training and development. Examining the effects of development and training on workforce efficiency among the academic staff at Kano State Polytechnic in Nigeria is the goal of this study. A total of 233 spontaneously chosen respondents are included in this quantitative investigation. The study's findings indicate that the efficacy and efficiency of employees will be impacted by the training strategies, program layout, and delivery mode. In the final analysis, development and training initiatives increase worker efficiency among the academic staff at Kano State Polytechnic in Nigeria when the caliber of their output is raised as a result of the training that is given to them. The study was conducted in County Governments in Kenya.

Sule (2015) cites research on the impact of competency-based management strategies on employee performance at UNHCR Kenya. The study, which used a descriptive research approach as opposed to the current study's explanatory design, asserted that competent personnel are any organization's most important asset in gaining a competitive edge. The biggest source of competitive advantage for a company is its workforce. Competitors can copy strategies, business methods, two goods, and services, but skilled and qualified personnel constitute a long-lasting source of difference. A vital source of innovation and increased competitiveness is human capital. To fully utilize it and increase its value to the firm, a holistic procedure to identify the abilities essential to attaining improved job performance must be used.

Strategic training is valuable to workers who are ready for more responsibility since it advances their careers and strengthens their ability for continual development.

In-service training for staff members' effects on the provision of services by the Kisii county government in Kenya were the subject of a research by Dennis and Onkware (2018). Open-ended and closed-ended survey questions were employed in the study. The questionnaire and only primary data were used in the study. The investigation came to the disappointing conclusion that the county's service delivery level was due to a variety of issues, including the absence of equitable opportunities for all workers to participate in training.

In a research on the Narok county government conducted by Naikuni (2016), it became clear that if the county government wants to increase productivity, strategic human resource management methods are needed. Findings showed a favorable significant

relationship between employee resourcing and performance. The findings also revealed a limited correlation between staffing levels and performance, but a highly substantial correlation with the performance component. Therefore, county governments place a high priority on resourcing for workers in order to attract the best pool of talent that will result in a long-term competitive advantage. Out of Kenya's 47 counties, only one has this favorable association, though. It is necessary to ascertain whether the same situation holds true for other public companies, such as Kenya's counties. While the current study was undertaken in the Lake Region Governments, the study was conducted in Narok County.

Human resource management strategies, according to Makhamara (2017), affect employee performance, which in turn affects the effectiveness of service delivery. The human capital theory was examined in order to study training. The study used a straightforward random sampling procedure. We used data that came from both primary and secondary sources. Utilizing interviews and questionnaires schedules, data was gathered. We used SPSS version 22 to analyze the data. Multiple regression was also employed in the investigation. The study concludes that hiring and selection practices, employee training, The effectiveness of an employee is significantly, moderately, or negligibly impacted by welfare services, employee voice, and incentive programs. The results imply that in order to improve employee performance, strategic human resource management concepts should be employed, put into practice, and made more widely aware of. As a result, it is necessary to build the correlation involving competency development and the delivery of top-notch services by the Lake Region Economic Bloc County Government.

2.2.5 Moderating effect of Work Environment on the relationship between Human Resource Management Practices and Quality Service Delivery

All factors that influence an employee's health and mind are included in the work environment. According to Davis (2013), a friendly setting may prevent weariness, monotony, and boredom while maximizing job effectiveness. Employees' psychological and welfare situations might be influenced by their work environment either directly or indirectly. Employees tend to become stressed out in firms with high job expectations and pressures.

Van Loon et al. (2015) investigated the advantages and disadvantages of public service motivation (PSM), the connection between PSM and employee wellbeing, and whether or not PSM has an effect on both the job satisfaction andburnout depending on the organizational setting. Organizational logic, such as "people processing vs. people changing," is one of them.In the area of management, this study has generated some surprising discoveries. such as the fact that no one organization can fully account for the factors affecting PSM. Nevertheless, civil servants must be aware of the messages their organizations send to their staff members and how these messages impact their wellbeing. 'People-processing' firms may benefit from bringing personnel closer to beneficiaries, for instance, through citizen involvement and site visits.

The emphasis on customer service and empathy, suggested by Bakker (2015), can be used against a company in a dynamic environment since it may push highly motivated employees beyond their physical and mental limitations. The management places a premium on the short term over the long-term, as well as the difference between the wellbeing of the community and that of the individual, with the latter benefiting only they

provided employees are kept safe. Other HRM techniques and their impacts on the delivery of public services, however, were not taken into account in the study. They are quite driven when they initially begin working as public employees. Individual public service motivation affects how public personnel manage the demands and resources of their everyday employment.

According to Bakker (2015), employees are able to achieve their workload requirements and stay alert due of their tenacity and productivity. Additionally, they are motivated to use their employment resources because they feel like they belong, which helps them stay dedicated and produce well. Highly driven government employees will run out of their psychological resources if work demands are consistently high and employment resources are consistently insufficient, which will lower their enthusiasm for public service. Diminished public service Motivation may exacerbate the downward spiral of work expectations, fatigue, and self-loathing, while weakening the benefit cycle of work resources, dedication, and positive behavior. This information may be used by managers and employees in the public sector to improve daily job needs and resource allocation.

According to Hafee et al. (2019), firms ought to be able to keep up a positive work environment to boost employee productivity. This is due to the direct correlation between employee performance and workplace atmosphere. Employee productivity, as well as their physical and behavioral surroundings, were all connected to employee health, which was employed as the mediating variable. This study used a questionnaire survey method to examine how workplace culture influences employee performance in Pakistan. 250 workers at Pakistani software businesses provided information that was examined. The productivity of employees in a company depends on a positive work environment.

Employees in an organization can improve their job effectiveness and production by: that uses technology increasingly require a pleasant, tranquil, and collaborative work environment. A motivated employee, as well as proper lighting, a noise-free office, and comfortable seats, are crucial in a business. There are both physical and behavioral components in a workplace. Therefore, a positive work environment plays a crucial role in affecting employees' motivation, effectiveness, and output. The County Governments did not carry out the study.

In a research conducted at the Nairobi City Council, Wangechi and Ndeto (2019) found that several aspects of the workplace had a significant impact on the participants' ability to do quality work. The majority oMost workers concur that elements of the actual work environment, such as furniture and office space,suitable tools, less noise, lighting, and temperature, greatly affected employee comfort and aided in enhancing employee performance. The study found that the physical environment, employee training and development, supervisor support, and workplace incentives all had an effect on employee productivity. Target population was 1872, and 320 Nairobi City Council workers participated in the sample, which was selected using stratified simple randomization. It was done to analyze both quantitative and qualitative data. Employee productivity is increased in a positive work environment. In contrast to the current survey, the previous one was conducted in the county governments of the Lake Region Economic Bloc.

Atalya and Genga (2019) examined the effect of HRM tactics for Machakos County staff retention. Workplace regulations are discussed, as well as how they affect employee retention. increased income and benefits, and work-life balance practices like shift work, scholarships for advancement in their careers, training and development for staff members,

and other motivational tactics are all linked to enabling employees to be creative and innovative, as well as participation in the decision-making process, which results in a sense of belonging and ownership of the procedures at work. Unlike the current research, which was explanatory, this study used a descriptive survey study methodology. Questionnaires were used to collect the data. The research examined 464 workers from 11 departments in Machakos County. 94 persons in all were polled. Cronbach's alpha was used to measure reliability. In this investigation, the regression model was used. The working environment should be enhanced, better compensation packages supplied, work-life balance offered, and opportunities for professional advancement offered. However, this study ignored the physical environment and instead focused only on networking and safety.

A positive work environment increases employee engagement, which raises organization productivity, according to Kamanja et al. (2019). Using Meru County as a case study, a study of Kenya's central government ministries found that this was discovered. Investigators looked at the relationship between the working environment and employee engagement. The application used was SPSS version 20. The both physical and social work environments had a favorable impact on employee engagement, but neither the psychological work environment nor workplace flexibility did. The research recommends that devolved central government departments give enhancing their physical and social work conditions top priority. Workplace flexibility has little to no effect on employee engagement and should thus be disregarded. While working for the Lake Region County Governments, the research was carried out in Meru County.

Usha, Nandhini, and Palanivelu (2017) investigated the impact of the workplace on worker productivity. Instead of the usual explanatory research approach, the study used a

descriptive one. Data collection involved the use of questionnaires. The results demonstrated that a positive work atmosphere improves employee performance. workspace infrastructure, such as employee morale, job focus, happiness, and health and safety all have an impact on workers' performance. Additionally, one of the main factors motivating businesses to keep staff for an extended period of time is a decent working environment.

According to Duque et al. (2020), contemporary elements like working styles and the physical environment are still crucial for increasing employee engagement. This information is from a research that examined the relationship between variables in the physical surroundings and scopes that embrace modern working practices and, more importantly, the level of employee engagement. A survey with 126 participants was examined. The results show a significant positive correlation between job commitment and environmental conditions. Modern work methods have been demonstrated to be a reliable predictor of job happiness. The findings contribute to the body of knowledge on worker involvement experiences that take into account the physical surroundings of work and novel work practices. The study was survey research while current was explanatory.

In a research on employee motivation and organizational performance, Girdwichai and Sriviboon (2020) investigated whether workplace culture and employee development actually matter. The study also looks into how employee training and the workplace environment affect how motivated people are and how well they perform. Data is gathered using the survey approach, which employs questionnaires. The improvement of job performance in an organization has been linked to a favorable work environment. It demonstrates how implementing a relaxed work environment in a business promotes staff

to be more creative and fosters a comfortable working environment. The study used work environment as a mediator while current study used work environment as a moderator

(2021) Mulang Add that a company's ability to fulfill its objectives depends much on its ability to keep personnel at the workplace. Employees in the service sector are thought to interact more personally and directly with clients or consumers. Depending on the task and the sort of business, there will be client interaction. It is crucial to recognize employee demands and provide a pleasant work environment in order to keep people in a company and assure their commitment to their jobs.

Additionally, Alias et al.'s (2019) study found that the workplace environment has an impact on employees' decisions to stay or leave their jobs. In a supportive work environment, employees' stress and anxiety levels can be reduced effectively. The working environment is influenced by a number of significant aspects, including supervisors who are attentive to work processes, managers who recognize employees' duties, clear work instructions, consultative decision-making, and assistance with issues at work. When working conditions are good, employees feel a connection to the company.

In their research on the impact of the workplace on employee productivity: a case study of Edo city transportation services, Duru and Shimawua (2017) A desktop study using secondary data in Benin city, Edo state, Nigeria found that the workplace had both good and negative effects on employees' psychological health. The environment in which people work is sometimes referred to as the work environment. Therefore, it is a pretty broad category that covers the particulars of the job (such as workload and task complexity) as well as the physical environment (such as heat) and equipment. The workplace is a location

where a task is completed. When referring to a place of employment, the phrase "work environment" encompasses both the physical location and the immediate surroundings, such as an office or a structure that is being constructed. Other workplace-related factors including air quality, noise level, and employee perks like cost-free child care or easy parking are frequently included in the work environment. In contrast to the last study, this one was explanatory.

Linguli (2013), in a study influence of the work environment on employee quality and work-life commitment, a descriptive research design while current is explanatory, stated that the work environment is often described as good or bad. An enjoyable workplace is one where workers like going to and feel at ease carrying out their duties. Employees in these types of organizations are typically happier and more productive. A workplace is unfavorable when a worker feels devalued, intimidated, or unpleasant. The nature of these workplaces typically results in a high rate of employee turnover, and the employees frequently perform below par. This led to the current study, which examined the relationship between the workplace and the provision of high-quality services in the county government of Kenya's Lake Region economic bloc.

Njoroge (2017), in a study effect of environmental influence on recruitment and selection at the Sarova group of hotels Kenya, a descriptive research design, opined that potential employees would be most attracted to organizations with favorable work environments; therefore, organizations should focus on how best it should improve the working environment for the employees to meet their goals and objectives.

Monari (2017) used a cross-sectional descriptive survey research approach to examine the impact of performance management efforts on service delivery at state companies in Kenya. claims that high-performing firms have settings with certain, quantifiable qualities. Climate is one of these characteristics since it shows how invigorating a workplace is for employees. The researcher went on to say that it is obvious that an organization's success is influenced by factors other than motivated employees or the existence of particular organizational and leadership traits. However, morale, which controls free time and the motivation to go above and beyond, also influences productivity. The study was based on a cross-sectional descriptive survey while the current study was on explanatory design, the study was based on principal-agent theory as the main study theory the current study is on objective theory lastly, this study assessed the relationship between human resource management practice and quality service delivery and work environment as a moderator in Lake region economic bloc counties Kenya

In conclusion, all the above studies did not address moderating effect of work environment in the relationship between human resource management practices and quality service delivery in county government; hence, this study addressed work environment as a moderator to determine the role its effect on employee service delivery in County Government and, therefore there is no statistically significant moderating effect of work environment on the relationship between human resource management practices and quality service delivery in Lake region Economic Bloc County Governments.

2.3 Summary of Research Gaps

Ekwoaba *et al.* (2015), in their study through survey research design in Nigeria, argued that hiring process involves inherent components of personal judgment, but treating job applicants positively and professionally is more likely to leave them feeling that way. with a positive view of the organization. The study concluded that the process is a serious business in any organization for efficiency in service delivery.

The study did use work environment as a moderator. In Mwashilla (2017), Oduma and Were (2014) looked into how Kenyatta University employees' career progression affected their performance. The study found that employee performance was positively impacted by training, career mentorship, work orientation, and career development. The study, however, did not consider county government, nor did the study address relationship between career developments on quality service delivery and work environment. Different human resource management techniques have different effects on how well a company performs.

In the literature on HRM and public sector performance, the current analysis fills conceptual, contextual, and empirical gaps. Federal systems in Nigeria or the framework of local authorities (LAS) in Kenya have both been the subject of related research (Omisore & Okofu, 2014; Otele, 2013). This is due to the fact that not all firms utilize human resource procedures to the same extent.

In order to address conceptual gaps, the present study rethinks the methods associated with recruiting, performance management, career development, and competency development. Furthermore, it adds value to assessments of public sector performance by conceptualizing

quality indicators for gauging service delivery. By demonstrating the moderating role of the workplace environment in the correlation involving human resource management techniques and the provision of high-quality services by County governments in Kenya, the current study closes the gaps in the literature. The current study filled in conceptual, contextual, and empirical gaps in the literature on human resource management techniques and high-quality service delivery in the public sector. This clarifies how human resource management techniques affect the provision of high-quality services.

2.4 Conceptual Framework

In this study, the independent variables were the conceptualized human resource management practices in Lake Region Economic Block County governments. The independent variables of the study included Hiring practices, Performance management, Career development, and competency development. The moderating variable was work environment, and the dependent variable was Quality Service delivery. This study assessed the relationship between Hiring practices, performance management, Career development, and Competency development as Practices of Human Resource Management in Kenya's Lake Region Economic Bloc Counties in Relation to Quality Service Delivery, Moderated by Work Environment as explained by conceptual framework in figure 2.1

Independent variables   **Moderator Variable**   **Dependent Variable**

Work Environment
Physical
Psychological
Work flexibility

[o5   Ho5a   o5b   o5c   o5d

HRM Practices

Hiring practices
Recruitment
Selection
Interview process

[o1

Performance management
Performance contracting
Performance appraisal
Target setting

[o2

Career Development
Career planning
Skill development
Goal setting
Mentoring

[o3

Competency Development
Knowledge and skills
Training needs assessment
Training

[o4

Quality Service Delivery
Tangibility
Reliability
Responsiveness
Assurance
Empathy

Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Philosophy

This study's philosophical foundation is pragmatism, which emphasizes what works and problem-solving strategies. According to pragmatism, a researcher should concentrate on the inquiry's topic or question. The issue is more significant, and the researcher attempted every method to comprehend it (Creswell & Creswell, 2017). A pragmatist holds that science should help people solve problems rather than revealing truth or reality, whose nature and reality are both contested.

According to the positivist paradigm, the researcher uses observable social reality, reasoning, and experiences to arrive at the research's conclusions. This is the focus of the current study. Positivists hold that reality is unchanging and that it can be viewed and described objectively, that is, without influencing the things being studied. The assumption that it is feasible to differentiate between more and less plausible statements that science may not have all the answers is one example of such an assumption (Midida, 2014). Other examples include operating within accepted standards and procedures. With this attitude, the researcher is free to make several assumptions.

3.2 Research Design

The research design used in the study was explanatory. The study was primarily concerned with measuring a link or purposefully comparing groups in order to find a cause-effect relationship, making the explanatory research design appropriate, and this focused on explaining the effect of the study in a detailed manner.

3.3 Study Area

With approximately 12 million inhabitants, or about 30% of Kenya's total population, the Lake Region economic bloc is one of the most densely populated areas in the country. Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, Trans Nzoia, Bungoma, Busia, Kisumu, Kericho, Bomet, and Vihiga are among the counties that make up the Lake Region Economic Bloc. The biological zones and natural resources in these Counties are comparable, and their cultural histories, which trace their origins to ancient migration and trade routes, are also comparable. The Counties in the Lake Region Economic Bloc are dominated by Abaluhya tribes, Luos tribes and Kalenjin tribes forming approximately 80% of the total population in the region that is approximately 9.7 million. The population distribution and size in km^2 of the thirteen (13) Lake region economic bloc Counties are indicated in table 3.1.

Lake Region Economic Bloc is composed of regions from the country's western region. Kenya covers 24,800.2 km2 in total. The region, which lies between latitudes 1016'N and 1054'S and longitudes 330 55' and 350 51'E, is bounded by the equator. With yearly average monthly temperatures between 19 and 25 degrees Celsius, the area has a fairly temperate climate. The amount of precipitation is regulated by a modified equatorial climate with long rains (March to June) and short rains (September to November).

Between 700 mm in the Lake Victoria shoreline and 2000 mm in the highlands, the average annual rainfall varies. The region's primary agricultural pursuits include farming and fishing. Farming is the main occupation in the highlands of Kisii and Nyamira, where food crops like maize, beans, bananas, and tomatoes are grown, as well as cash crops like tea

and pyrethrum. Fishing is the main source of income in Kisumu's lowlands around the lake. Lake Region Economic Bloc Counties were specifically selected for this study as a representative of other economic blocs in Kenya and this is a justification of why the study was to be conducted in this Bloc.

3.4 Target Population

The term "target population" refers to any elements, people, or things that satisfy the selection criteria for a group of people to be investigated as well as the area from which a representative sample is taken for in-depth study (Wagner, 2016). The target audience included; human resource officers drawn from selected departments of lake region economic bloc counties comprising of County Executive Committee Members, Chief officers, Staff from the Governor's office who are (Chief of Staff, County Secretary, and Deputy County Secretary or office Administrator per county), Staff from Public Service Administration (HR Staff from human resource assistant and above), Members of public service board and Ward Administrators of Lake Region Economic Bloc County Governments. It is envisaged that staff from these sections or departments had relevant information that was used to establish the causal correlation involving variables.

Table 3.1: Target Population

Counties In Kenya	Ward Admn	Gvn Office	HRO	CO	CSBM	CECM	Total
Busia	35	3	10	20	7	9	84
Kakamega	61	3	10	15	7	10	106
Bungoma	44	3	10	8	7	8	80
Vihiga	25	3	10	11	7	9	65
Trans Nzoia	25	3	10	9	7	9	63
Siaya	30	3	10	9	7	9	68
Kisumu	36	3	10	13	7	10	79
Homa Bay	41	3	10	10	7	10	81
Migori	39	3	10	13	7	9	81
Kisii	45	3	10	15	7	9	89
Nyamira	20	3	10	9	7	9	58
Kericho	30	3	10	9	7	9	68
Bomet	25	3	10	9	7	9	63
Total	**456**	**39**	**130**	**150**	**91**	**119**	**985**

Source: Lake Region County Governments Blue Print (2022)

The distribution of target population is shown in table 3.1

3.5 Sampling Design

A sample design is the process used to choose research participants within a specific time frame (Kothari, 2004). Sampling is the process of actually selecting a specified number of research participants from a given population size. Any conclusions from the sample can be applied to the full population since it is assumed that the elements have comparable characteristics to those of the population as a whole. This is why it is necessary to constantly offer each element a fair opportunity of getting chosen. Additionally, while sampling, bias must be avoided. Since there are just a few respondents, sampling aims to achieve affordable expenses as well as ease of access to the respondents. In order to choose a sample from a population, this study used multistage sampling procedures, which entail more than two phases of sampling (stratified random sampling).

3.5.1 Sample Size

The sample's size is determined by how many items were chosen from the target population to create it. The amount of samples should be as small as is practicable in order to meet the objectives of performance, dependability, representativeness, and adaptability. The precision of the estimation with regard to the population parameters should be specified by the researcher while determining the sample size (Kothari & Garg, 2019). At a 95% confidence level, P = 0.5, and using Yamane's (1972) sample size formula, the sample size of employees were two hundred and eighty-five (285) respondents. The sample size formula is mathematically represented as:

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

Where;

$\mathbf{n}$ = how big a sample is,

$\mathbf{N}$ = the magnitude of the population,

$\mathbf{e}$ = the inaccuracy in the acceptance sampling

$= 985/1 + 985(0.05)^2$

$= 985/1 + 2.4625$

$= 985/1 + 985(0.0025)$

$= 985/3.4625 = 285$

$= 285$ respondents

In similar studies, a response rate of between sixty per cent (60%) and eighty per cent (80%) have been recorded and used for analysis as adequate and appropriate, where the same has been supported by (Wagana, 2017 & Mwangi, 2015). According to Wagana (2017), the target population of the research, Impact of decentralized governance on the

Delivery of Services in County Governments in Kenya, was 2,794 County government employees from all 47 Kenyan Counties, having a size of the sample 338 responses. The response rate was (81.4%) this was appropriate and very good to draw a conclusion from the study of such kind.

The response rate of eighty percent (80%) which is very good, adequate and appropriate for the analysis and generalization of a study result was then provided in the current study, where the actual sample size was 285 and when 80% response rate was provided then sample size was 285/0.8=356 respondents. The distribution of the same is shown in table 3.2

Table 3.2: Sample Size

Carder/Department	Target population	Proportionate sample	Sample size
Office of the Governors	39	39/985*356	14
County Executive Committee Members	119	119/985*356	43
Chief Officers	150	150/985*356	54
Members of public Service	91	91/985*356	33
Human Resource Staff	130	130/985*356	47
Ward administrators	456	456/985*356	165
Total	**985**		**356**

Source: Author (2022)

The distribution of the sample size economic bloc county administrations in the Lake Regionis shown in table 3.2

3.5.2 Sampling Frame

A sample frame is the list of individuals that constitute a population where samples can be taken to participate in a study. According to Kothari (2014), a sampling frame is a list of study participants from which a random number may be selected. In this study, the sampling frame was a list of nine hundred and eighty-five (985) County government resource officials from relevant sections or departments to the study in all the thirteen county administrations in Kenya's lake region economic bloc number 13.

3.5.3 Sampling Procedure

The sample was chosen using a multi-stage probability sampling procedure. To create a manageable Random stratified sampling was employed to collect samples for the inquiry. Using the stratified random sampling technique, the population is divided into groups or strata, and a sample is then randomly selected from each group for the study. research. In the first stage, 13 counties were stratified. This technique was used because it ensured that individual strata or groups of individuals are represented in the sampling process. The employees or staff members were stratified into their respective cadres (Wagana, 2017). The stratified sample approach was utilized in the study to split the respondents into employee groups based on carders or departments, with each creating a strata. The researcher was able to accurately represent both the entire population and a portion of it by using stratified random sampling.

In the second stage, from each stratum, simple random sampling was also used to select the sample. Random sampling entail picking sample for the study at random from the sampling frame. This sampling technique observed by Cooper &Schindler, (2014) was used in order to give chance of selection for the whole target population so that the result could be generalized. Different clusters were sampled at random in every stage and led to a sampling of 356 respondents from six Carders or Departments. The personnel in the corresponding carders or departments were chosen using a straightforward random selection method. The approach was acceptable for the study because it is both cost-effective and effective in administration. It was also appropriate since the population as a whole was somewhat vast, diversified, and unevenly dispersed; as a result, this sampling strategy helped to assure no bias.

3.6 Data Collection

Primary data were gathered for the study utilizing a standardized questionnaire. This made it possible for the researcher to get reliable, factual data that would support the validity of the data collecting tools and the interpretations of the data (Onwuegbuzie & Leech, 2016). To acquire information about work environments, service delivery, and human resource management techniques, primary sources mostly took the form of questionnaires. The organized questionnaire made coding and data processing more effective. The structured questionnaire made it easier to assess respondents' opinions on research variables and prevented respondents from misinterpreting the purpose of the study (Cooper & Schindler, 2018).

Five-point Likert scale items, with anchors of "5-strongly agree, 4-agree, 3-neutral, 2-disagree, and 1-strongly disagree," were used in the given questionnaire to evaluate the variables. The replies to various assertions were scored so that those who indicated agreement earned a maximum of 5, while those who indicated disagreement received a minimum of 1. Each respondent was asked to rate their level of agreement or disagreement with each statement using a likert-type scale, which ranged from one to five (Kothari & Garg, 2014).

The researcher created the questionnaire used for data collection after reviewing the relevant literature and adapting it for the current investigation. The questionnaire was made to ask about particular goals and was self-administered and consistent with the requirements of the research design. This technique was appropriate for the study since the instrument used was qualitative in nature hence acceptable method (Makhamara, 2017).

Prior to collecting data, the researcher trained two research assistants. The fact that the respondents were dispersed greatly aided in the data collecting procedure. Because they reduce response-error, the self-administered questionnaires were adequate for the investigation. Self-administered surveys urge respondents to take an interest and answer.

3.6.1 Piloting

In order to identify any issues or errors and eliminate them, data collection tools must first undergo a preliminary test known as a pilot test. This test identifies ambiguous It collects important recommendations and comments, clarifies any ambiguous instructions, and helps to improve the efficiency of the data collection tools.Before the real data collection

is carried out, tool and technique tweaks and adjustments can be made based on the results of a pilot test. The instruments were piloted in Uasin Gishu County and included a total of thirty-six (36) respondents.

According to Cooper and Schilder (2018), a pilot test sample should not be smaller than 10% of the study's total sample size of 356 participants. 10% of the study population was chosen for the pilot test in this study. The identical questionnaire that was given to participants in the main trial's instrument was used for the pilot study. The questionnaire's content, language, order, layout, and instructions were examined, and the feedback received was taken into account for the questionnaire's improvement. The pilot enabled the researcher to modify the items of the questionnaires and remove those which are not necessary. The gathered results were put to use in determining if the questionnaire could provide accurate and meaningful data.

3.6.2 Validity

Validity is a measure of how well a conceived view of reality corresponds to the real world (Bolarinwa, 2015). There are several construct validity refers to whether the test assesses the concept that it is intended to measure, If the test is entirely representational of the thing it is meant to assess, then it has a high level of content validity. If the text's content seems appropriate for the test's goal, then it has a high level of face validity. The study used concept validity as well as face validity, content validity, and reliability.

The instruments were raised and given to university supervisors for constructive feedback in order to determine face validity. Expert advice was requested to assess the reliability of the questionnaire. By sharing the paper with academicians and senior researchers,

100

specialists whose opinions were solicited, their comments helped to strengthen research tools and increase face validity. Additionally, the study tool's content was evaluated. According to Kothari (2017), content validity was used to assess how well data collected using a given instrument represented a certain topic or the substance of an actual notion. In order to discover relevant ideas, the researcher additionally reviewed the relevant literature. This process allowed the researcher to identify a number of dimensions and concepts related to service provision and human resource administration. The main component analysis was used to evaluate the instrument's content validity.

Whereas, in accordance with Bolarinwa (2015), the determination of whether the used indicator measures the necessary construct is based on a scientific method. Construct validity is defined as a measurement of how precisely and usefully data from an instrument represents or reflects a theoretical notion. The existence of a theoretical framework regarding the concept being measured is considered a prerequisite for ascertaining construct validity as measurements must conform to particular theoretical expectations. Any discrepancies between measurements and theoretical predictions indicate that the data lacks construct validity and does not correctly reflect or represent the topic being studied. To determine construct validity, the underlying theories of the major themes were studied.

The factorability of the data was assessed using SPSS 26.0 and two statistical measures: the Bartlett's test of sphericity (Bartlett, 1954) and the Kaiser-Meyer-Olkin (KMO) measure of the sufficiency of sampling (Kaiser, 1970, 1974). When Eigenvalues are closer to 1, which is regarded better, the KMO measure of sampling adequacy, which ranges between 0 and 1, is better. For effective factor analysis, a value of 0.6 was recommended

as the minimum. The Bartlett's Test of Sphericity is used to determine whether the correlation matrix is an identity matrix. A matrix that has all of its diagonal members equal one and all of its off-diagonal elements equal zero is said to be an identity matrix. Tabachnick & Fidell (2013) deemed Bartlett's test of sphericity adequate for the factor analysis, with all factor loadings predicted to be over the 0.5 thresholds for permissible loadings (Truong & McColl, 2011). The measurement wassignificant for the factor analysis (p 0.05).

 In this study, KMO measured the sampling adequacy for each latent construct and the whole model. The overall summary of the factor analysis for all the variables were stated in the Table 3.3

Table 3.3 Factor Analysis of Variables

Variable	No of items	KMO	Bartlett's test of sphericity	Comment
Hiring practices	11	0.684	.000	Accepted
Performance management	13	0.704	.000	Accepted
Career Development	14	0.631	.000	Accepted
Competency Development	12	0.700	.000	Accepted
Work environment	17	0.596	.000	Accepted
Service delivery	18	0.700	.000	Accepted

 Source: Field Data (2022)

3.6.3 Reliability

According to Bolarinwa (2015), reliability is a gauge of an instrument's dependability or consistency in measuring the needed construct. The split-half approach was used to assess the validity of the study's instrument and determine whether it was reliable. Cronbach's

alpha was used in the research to gauge internal uniformity. The Cronbach Alpha coefficient is stated as a number between 0 and 1, though for what is considered the acceptable value of Alpha, opinions have remained split, with suggestions ranging between alpha values of 0.70 to 0.95. Jooste and Fourie (2019) assert that the range for Cronbach's Alpha ought to range from 0 to 1. According to Hair et al. (2018), Cronbach's alpha values of 0.7 and above are considered to be acceptable. As a result, the study chose 0.7 as the permissible cutoff point for measure dependability.

According to Table 3, competency development had the lowest Cronbach's alpha (0.874) and performance management had the highest, with a Cronbach's alpha coefficient of 0.900.Cronbach's alpha for three hiring procedures was 0.867, for service delivery it was 0.898, for career development it was 0.860, and for work environment it was 0.876. From the 85 statements employed, the research variables showed an overall Cronbach's Alpha coefficient of 0.965.

Table 3.4: Reliability Statistics

	Cronbach's Alpha	N of Items
Hiring practices	.867	11
Performance management	.900	13
Career Development	.860	14
Competency Development	.874	12
Work environment	.876	17
Service delivery	.898	18
Overall	.965	85

The coefficient was more than 0.7 for both every one of the variables and the total of all the constructs. According to the coefficient, all of the measurement scales for the indicator

employed in the questionnaire met the acceptable reliability standard of over 0.7 (Hair et al., 2014). This indicated that the scales in use had very high internal consistency for the measurement items. This may be due to the fact that all survey items were drawn from previously established or well tested instruments.

Enhancing reliability in case of a low alpha may be achieved through refining items to enhance correlation, while in case of too high alpha, redundant items could be eliminated. To enhance the effective use of the Cronbach's Alpha in determining reliability, the concepts of homogeneity or unidimensionality of measurement items are of significance. For instance, unidimensionality of measurement items is attained if they are found to measure only a singular latent or unobserved construct (Ziegler & Hagemann, 2015). Internal coherence in reliability tests is required, however Tavakol and Dennick (2011) contend that it is insufficient for assessing unidimensionality or homogeneity in a sample of measurement objects.

3.6.4 Data Collection Procedure

Several procedures were followed prior to the actual data gathering, including the researcher's request for a study permit from the Kisii University School of Business and Economics and the National Commission for Science and Technology Innovation.The County governments in the Lake Region Economic Bloc were subsequently shown the permission, and they approved it. An introduction letter and a questionnaire were used to gather the data. Under the researcher's direct supervision, trained research assistants used the drop-and-pick technique to gather data from employees. The employees had two weeks to complete the questionnaire before the filled-out questionnaires were chosen.

Specific goals were intended to be addressed through the questionnaire. They had closed-ended items that were appropriate for the study since the instrument used was qualitative in nature.

3.7 Data Analysis and Presentation

The questionnaires were organized and marked after being collected from the field. The data was then edited for completeness, coded, cleaned, made room for missing data, and identified for outliers in order to prepare it for analysis. Coding was carried out to simplify data entry and minimize the amount of data. After all, the information was gathered, and the researcher cleaned the data by identifying any erroneous or incomplete replies and fixing them to raise the level of quality of the collected responses. They were entered into the computer program SPSS V. 26 and coded before being examined.

Both of the dependent and independent variables underwent a descriptive analysis. The percentage answer scores, along with the related to get this, item means and standard deviations were employed. The average replies given by participants were reported using mean scores, and the consistency of the responses was shown using standard deviations. Tables were used to present the data. Mean was used to measure central tendency (closeness to the common response), while the standard deviation measured dispersion (how far away from the mean response). An assessment of the normality of data using skewness and kurtosis was also conducted. This led to conclusions and generalizations being drawn about the general population from which the sample was drawn (Serem et al., 2013).

3.7.1 Missing Data

The Statistical Package for Social Sciences (SPSS) version 26 was deployed to run statistics that allowed for data cleaning, checking for errors, missing values, and outliers. Masconi, Matsha, Erasmus, and Kengne (2015) note that missing values are a frequent occurrence in social science research and may result in a reduction in the statistical power needed to draw valid conclusions. Baraldi and Enders (2010) explain these lacking values to either respondents' weariness or their reluctance to reply to questions about social phenomena and sensitive subjects. Maximum likelihood (ML) estimation techniques which are founded based on the normalcy assumptions for handling missing data in the best possible way to handle potentially massive volumes of missing data were used to address the issue of missing data (Schminkey, Oertzen & von Bullock, 2016).

3.7.2 Outliers

Data points that considerably differ from other examples are referred to as outliers. According to Hodge (2014), outliers have been linked to a variety of causes, including instrument flaws, deceitful conduct, human data input mistake, and population-wide abnormalities. Research methodological issues are brought on by the presence of outliers in a data collection since they tend to skew the findings made regarding the correlations between variables (Aguinis, Gottfredson, & Joo, 2013). In order to test for normalcy, this study found both univariate and multivariate outliers (Tabachnick & Fidell, 2013). Data points with extreme values for just one variable are known as univariate outliers. Multivariate outliers are cases that combine anomalous results proving that the particular

106

instance responded differently from the other participants across various dimensions on at least two independent factors.

3.7.3 Testing Unidimensionality

Testing for unidimensionality seeks to determine whether the items measure the same construct or latent variable (Tavakol & Dennick, 2011). According to one argument, when assessing structures with numerous indicator variables, as was the case for this study, there was a need to show that the measurement items (indicators) are indeed measuring the same thing. For this study, this was attained through factor analysis (Garson, 2012). Consequently, after factor analysis, all the measurement items were placed together to be able to fully account for all variations within each latent construct (Ziegler & Hagemann, 2015). The test of unidimensionality or factor analysis provided the needed evidence for the construct validity of the measurement items (Plucker, 2003; Tabachnick & Fidell, 2013; Hair *et al*., 2014).

Due to its capacities to reduce data, factor evaluation has been employed in the formulation and assessment of scales and tests across time. A large number of distinct scale items and queries are typically the starting point for scale developers. Then, using factor analytic approaches, the items are refined and reduced to produce a lower number of consistent subscales. The advantage of factor analysis made it attractive for adoption by this study as it seeks to enhance the validity of constructs. However, for the analysis technique to deliver the desired results, the sample size must be large. The data analyses included factor analyses, correlation, and regression analysis.

3.7.4 Regression Analysis

The real figures that indicated how the independent factors impacted the dependent variable were predicted using regression analysis. The goal of this research was to make it possible to determine how closely one variable—the predictor variable—is connected to the other—the predicted variable—linearly. Using linear and multiple regression models, the degree of association between a collection of predictor characteristics (human resource management practices) and the provision of services was determined.

The link involving management of human resources and the county administrations in Kenya's service provision within the Lake Region economic bloc was examined using Pearson product-moment correlation. Since the study presupposed that the surveys on the Likert scale were of interval scale variables, it was permissible to employ the approach. The degree to which the independent factors explain the dependent variable was explained using the multiple regression analysis. The projected interaction impact and the moderating influence of the workplace on the link involving methods of human resource management and the delivery of services were established and tested, respectively, using hierarchical multiple regression. The following hypotheses and regression model were tested using multiple regression analysis:

3.7.5 Testing for Direct Effect and Moderation

This study's goal was to examine the association between effective human resource management strategies and the provision of high-quality services while controlling for the workplace. The following is a simple regression model for the relationship between effective human resource management techniques and high-quality service delivery:

108

(a) Simple Regression Models

Objective one: $Y = \beta_0 + \beta_1 X_1 + \varepsilon$..1.1

Where; Y-Service delivery (Dependent variable)

X_1- Hiring Practice

B_0 -The constant

β_1- The coefficient

ε -Error term

Objective two: $Y = \beta_0 + \beta_2 X_2 + \varepsilon$ 1.2

Where; Y-Service delivery (Dependent variable)

X_2- Performance management

B_0 -The constant

B_2- The coefficient

ε -Error term

Objective three: $Y = \beta_0 + \beta_3 X_3 + \varepsilon$ 1.3

Where; Y-Service delivery (Dependent variable)

X_3- Career Development

β_0 -The constant

β_3- The coefficient

ε -Error term

Objective four: $Y = \beta 0 + \beta_4 X_4 + \varepsilon$ 1.4

Where;

Y-Service delivery (Dependent variable)

X_4- Competency Development

$\beta 0$ -The constant

β_4- The coefficient

ε -Error term

(b) Multiple Regression Model

$Y = \beta 0 + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + \beta 4 X4 + \varepsilon$…………..……………………… (1.5)

Where:

Y=Quality Service Delivery(DV)

B_0= Constant term or interception

X_1=Hiring practices

X_2=Performance management

X_3=Career development

X₄: Competency development

B₁=the regression coefficients of each Xi (i= 1, 2, 3, 4)

ε= error term in the model

Moderated Multiple Regression Model

A moderator is a third variable that modulates the intensity of a causal relationship, according to Chikaraishi, Fujiwara, Kaneko, Poumanyvong, Komatsu, and Kalugin (2015). It is a variable that affects the type or strength of the link between the study variables, according to Baron and Kenny (1986).To assess for moderating effects, hierarchical multiple linear regression was utilized in the study (Baron & Kenny, 1986).: The model specification is as follows:

$$Y = \beta_0 + \beta_i X_i + \beta_i MX_i M + \varepsilon, (i=1, 2, 3, 4) \text{...1.7}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta M + \beta_i MX_i M + \varepsilon, (i=1, 2, 3, 4,5)$$
$$\text{...1.8}$$

Where:

Y is   Quality service delivery (Dependent Variable), X_1 is hiring practices, X_2 is performance management, X_3 is Career Development, X_4 is Competency Development, M is Hypothezed moderator (Work Environment)X_1M is the word that describes how each independent variable and the work environment interact. The coefficient of X*M, the term that describes the interaction between the work environment and each of the independent variables for i=a, b, c, and d, is X1X2X3X4B1M.

3.7.6 Assumptions of Multiple Regression Model

The current research tested five assumptions prior to performing the regression analysis because the classical linear regression analysis is predicated on a number of assumptions that show whether the methods of estimation possess desirable attributes and that the estimation coefficients were subjected to valid hypothesis testing (Jiang, Gollan & Brooks, 2015; Hair, Black, Babin, Anderson & Tatham, 2010). The assumptions behind the regressions were first examined before executing the moderation. There were several of them, including tests for linearity, heteroscedasticity autocorrelation, and multicollinearity.

3.7.7 Test for Normality

Any study data must undergo tests for normality to determine whether or not the results will be appropriately described by a distribution that is normal (Moore & McCabe, 2014). The assumption that distributions possess a distribution that is normal with a known mean and variance underlies many statistical approaches (Garson, 2012). The quantile-quantile (Q-Q) plots were employed to test the normality of data distributions in each of the six variables, despite the fact that there are other approaches that may be utilized to do so. A few points of data on the extremes showed a somewhat curved pattern, but this did not contradict the notions of normalcy. The variables' normality requirements were satisfied. Additionally, it was crucial to clean the data in order to verify the normality assumption and identify outliers.

3.7.8 Test for Linearity

Regression analysis is performed on the assumption that the independent variables and dependent variable(s) were related in a linear fashion, in which instance a line that is straight would serve as the most suitable function to a scatter plot. The bivariate scatter plot was employed in the study to investigate the kind, level, and trajectory of linearity in the distribution. A bivariate scatter plot, according to Tabachnick and Fidell (2013), is better to the Pearson correlation as it reflects additional facets of the connection. Ellipsoidal plots were interpreted in this bivariate scatter plot technique to denote the presence of linearity.

3.7.9 Test for Multicollinearity

Strong correlations between the predictor variables, known as multicollinearity, make it difficult to assess how much variance within the dependent variable to which each predictor variable actually contributes (Zikmund et al., 2013). The collinearity diagnostics, which gauge how much one variable acts independently of other independent variables, were determined using the SPSS program. The diagnosis was made using tolerance and variance impact factor (VIF) statistics.

3.7.10 Test for Heteroscedasticity

Variations in the anticipated variable during the course of the data collection serve as an example of heteroscedasticity, according to Gujarati and Porter's (2009) definition. It is either the variation of error around the regression line or the fact that the model's distribution of errors is not constant across all predictors in the study (Tabachnick & Fidell, 2001). The Glejser test of heterogeneity of variances was performed in the study to check for heteroscedasticity.

3.7.11 Test of Autocorrelation

According to Zikmund, Babin, Carr, and Griffin (2013), autocorrelation denotes the independence of the variable observations from one another. Estimating the contributions of variables that are independent to alterations in the variable that is dependent is known as independence of errors. In the current investigation, the Durbin-Watson statistic was employed to examine the independence of mistakes. The Durbin-Watson statistic ranges from 0 to 4 as a result. According to Zikmund et al. (2013), a number closer to 4 denotes the presence of negative autocorrelation. According to Verbeek (2012), a Durbin-Watson statistic value between 1.5 and 2.5 denotes the absence of autocorrelation.

3.7.12 Hypothesis Testing

Five hypotheses were examined in this study utilizing straightforward linear and hierarchical regression techniques. The first through fourth hypotheses were tested using simple linear regression, and the first through fourth hypotheses as well as individual parameter estimates for interaction factors were tested using a multiple linear regression technique (The University of Texas, 2012). The analysis's output also contains tests for the statistical significance of the null hypothesis that each unstandardized regression coefficient is equal to zero, as well as standardized and unstandardized regression coefficients as well as their respective standard deviations.

3.8 Ethical Considerations

All of the respondents received assurances on the confidential nature of the data they provided after the researcher described the study's objectives to them. Additionally, the researcher was granted permission to perform the study by the National Commission for

Science, Technology, and Innovation (NACOSTI). There was no objectionable language in the surveys that may have offended any of the sample group's members, including no derogatory, discriminatory, or other improper language. The APA Referencing System has been utilized to properly credit all other authors' publications and textbooks that were used in this study. The stakeholders were informed of every research finding. Only the data needed to accomplish the study's goals were collected and analyzed by the researcher.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS

4.1 Introduction

The research findings from the study conducted to determine the moderating role of workplace factors on the link involving the human resources administration procedures and service delivery of Kenya's Governments of Lake Region Economic Bloc counties are presented in this chapter. Inferential as well as descriptive statistics were used in the data analysis. The outcomes were shown in tabular format. The outcomes of recent empirical research conducted locally and globally were also discussed.

4.2 Response Rate

In this study, 356 respondents made up the sample size, and 356 questionnaires were distributed. Of those, 318 were returned and included in the analysis, the response rate was 89.32%; 38 questionnaires (10.67%) were not returned, as shown in Table 4.1. Given that Kothari (2011) deemed a response rate of 50% to be adequate, 60% to be good, and over 70% to be suitable for analysis, this response rate is acceptable. was appropriate.

Table 4.1 Response Rate

Respondents	Frequency	Percent
Questionnaires Distributed	356	100
Questionnaires Returned	318	89.33
Not returned	38	10.67
Total	**356**	**100.0**

Source: Field Data (2022)

Since Nyamjom (2013) contends that a rate of response of 75% was excellent and reflective of the population, the study's response rate fell within the range that was regarded to be appropriate. The actual rate of response of 89.33% exceeded the target of 75%. The high rate of responses was ascribed to the researcher's use of self-administered questionnaires, of which the targeted respondents were informed in advance of the data collecting date. To increase the high response rate, follow-up calls to clarify queries were made.

4.3 Data Examination, Screening and Preparation

Data cleaning was carried out using SPSS version 26 (Statistical Package for Social Sciences), checking for errors, missing values, and outliers. Before conducting an actual analysis, the data was coded and checked to find out if it was correctly entered and whether there were any out of range values, missing values, outliers and non-normality. Data from returned questionnaires were all entered into SPSS version 26 for further data management

and analysis. Data was cross checked in three separate occasions to ensure that what is in the data collection sheet is the accurate figure obtained originally from the field.

Outliers are described as data points that significantly deviate from other cases. This study determined both univariate outliers (data points that displayed extreme values on one variable) and multivariate outliers (situations where at least two of the odd scores indicate that a particular case is reacting differently from the rest of the respondents in various dimensions.) used for testing normality.

One of the two key properties of a data collection is its range, which is the difference between its highest and minimum values. The data was made available for examination and the observations with the out-of-range values were marked as missing.

Maximum likelihood (ML) estimate techniques that are based on the suppositions of normalcy are used to handle missing data in the best feasible way to deal with potentially massive volumes of missing data without sacrificing statistical power. The researcher promptly verified that all questions had been appropriately addressed after receiving the completed surveys. When there are fewer than 5% of the values missing per item, Hair et al. (2013) indicated that incomplete values should be substituted using the mean. None of them had 5% or more missing values in this study, according to the analysis of missing values.

Determine whether or not the data received models correctly by having a normal distribution through a normality check (Moore & McCabe, 2014). The study operates on the assumption that the variables subjected to analysis should be continuously distributed, with normally distributed residuals. Consequently, for this study, the test normality through

118

several approaches, which included visually inspecting Q-Q plots. This study achieved and confirmed data normality through the construction of (Q-Q) which confirmed that data obtained models properly by a normal distribution.

4.4 Demographic Characteristics of the Respondents

The objective of this section was to look at some of the respondents' background data. The study aimed to identify the respondents' gender, age, education level, work experience, and employment status as well as other demographic details. According to the visual representation in Table 4.2, 165 respondents (51.9%) were female, and 153 (42.4%) were male. This indicates that the study represented the views of all genders, and there were more females than males working in the county governments. The variance however did not affect the study results.

Analysis of the respondent's age revealed that the majority of respondents accounted for 154 (48.8%), were aged between 31 and 40 years, while those aged between 41 and 50 accounted for 20.8%, and between 51-60 represented 10% respectively. It was also established that 20.8% were aged between 18 and 30 years. The findings showed that the majority of the participants were aged over 31 years. This implies that most of them were both middle-aged Kenyans.

Table 4.2: Demographic Characteristics of the Respondents(N=318)

Characteristics	Category	Frequency	Per cent
Gender	Male	153	48.1
	Female	165	51.9
	Total	**318**	**100.0**
Age groups	18-30 years	66	20.8
	31-40 years	154	48.4
	41-50 years	66	20.8
	51-60 years	32	10.1
	Total	**318**	**100.0**
Education Level	Diploma	209	65.7
	Bachelor degree and above	109	34.3
	Total	**318**	**100.0**
Job status	Permanent	110	34.6
	Contract	142	44.7
	Casual	66	20.8
	Total	**318**	**100.0**
Experience	< = 5years	153	48.1
	6-10 years	66	20.8
	11-15 years	55	17.3
	16-20 years	44	13.8
	Total	**318**	**100.0**

Source: Field Data (2022)
4.5Cross-tabulation between Demographic characteristics and Study Variables

One way to describe categorical data was through the use of Crosstab report. Chi-Square

(χ^2) test for association was used to check association between two categorical variables

on Nominal Scale. However, it was important to note that in this case, two variables were

compared, to determine if there was a difference between them. Chi-square statistics were

used to examine association between categorical variables demographic characteristics and study variables as presented in Table 4.3.

There was significant association between gender of respondents and hiring practices (χ (19) = 222.53, p = .000); Performance management (χ^2 (19) = 221.93, p = .000); Career development (χ^2 (17) = 179.49, p = .000); Competency development (χ^2 (16) = 172.76, p = .000); Work environment (χ^2 (21) = 229.88, p = .000); and Quality service delivery (χ^2 (17) = 194.99, p = .000) as presented in Table 4.3. The gender of the respondents was associated with the study variables. Therefore, there was a statistically significant association between gender of respondents and study variables (hiring practices, performance management, career development, competency development, work environment and quality service delivery).

There was significant association between age of respondents and hiring practices (χ (57) = 587.97, p = .000); Performance management (χ^2 (57) = 644.52, p = .000); Career development (χ^2 (51) = 595.75, p = .000); Competency development (χ (48) = 512.85, p = .000); Work environment (χ^2 (63) = 787.43, p = .000); and Quality service delivery (χ^2 (51) = 549.30, p = .000). The age of the respondents was associated with the study variables. Therefore, there was a statistically significant association between age of respondents and study variables (hiring practices, Performance management, Career development, Competency development, Work environment and Quality service delivery).

There was significant association between respondent's level of education and hiring practices (χ^2(19) =236.62, p = .000); Performance management (χ (19) =187.79, p = .000); Career development (χ^2 (17) = 140.10, p = .000); Competency development (χ^2 (16) =

211.30, $p = .000$); Work environment (χ^2 (21) = 244.76, $p = .000$); and Quality service delivery (χ^2 (17) = 200.00, $p = .000$). The level of education was associated with the study variables. Therefore, there was a statistically significant association between level of education and study variables (hiring practices, Performance management, Career development, Competency development, Work environment and Quality service delivery).

There was significant association between job status and hiring practices (χ^2 (38) =391.21, $p = .000$); Performance management (χ^2 (38) = 432.36, $p = .000$); Career development (χ (34) = 419.81, $p = .000$); Competency development (χ^2 (32) = 308.50, $p = .000$); Work environment (χ^2 (42) = 417.13, $p = .000$); and Quality service delivery (χ^2 (34) = 394.30, $p = .000$). The job status was associated with the study variables. Therefore, there was a statistically significant association between job status and study variables (hiring practices, Performance management, Career development, Competency development, Work environment and Quality service delivery).

Table 4.3 Cross-tabulation between Demographic characteristics and Study Variables(N=318)

		Hiring practices	Performance management	Career development	Competency development	Work Environment	Quality service delivery
Gender	χ^2	222.53	221.93	179.49	172.76	229.88	194.99
	df	19	19	17	16	21	17
	Sig.	0.00	0.00	0.00	0.00	0.00	0.00
Age	χ^2	587.97	644.52	595.75	512.85	787.43	549.30
	df	57	57	51	48	63	51
	Sig.	0.00	0.00	0.00	0.00	0.00	0.00
Education	χ^2	236.62	187.79	140.10	211.30	244.76	200.00
	Sig.	19	19	17	16	21	17
	Sig.	0.00	0.00	0.00	0.00	0.00	0.00
Job Status	χ^2	391.21	432.36	419.81	308.50	417.13	394.30
	df	38	38	34	32	42	34
	Sig.	0.00	0.00	0.00	0.00	0.00	0.00
Experience	χ^2	592.37	735.64	582.37	482.93	733.38	605.68
	df	57	57	51	48	63	51
	Sig.	0.00	0.00	0.00	0.00	0.00	0.00

There was significant association between experience of respondents and hiring practices ($\chi^2(57) = 592.37$, $p = .000$); Performance management ($\chi^2(57) = 735.64$, $p = .000$); Career development ($\chi (51) = 582.37$, $p = .000$); Competency development ($\chi^2 (48) = 482.93$, $p = .000$); Work environment ($\chi^2 (63) = 733.38$, $p = .000$); and Quality service delivery ($\chi^2 (51) = 605.68$, $p = .000$). The experience of the respondents was associated with the study variables. Therefore, there was a statistically significant association between experience of

respondents and study variables (hiring practices, performance management, career development, competency development, work environment and quality service delivery).

4.6 Descriptive Analysis of Variables

This portion provides descriptive data for the research's variables, which include delivery of services, work environment, and human resource procedures. The key traits of the research variables are outlined in the descriptive statistics. The descriptive analysis's usage of frequency, percent, mean, and standard deviation was. Responses were gathered using the 5-point Likert scale. A Likert scale of 1 to 5, with 5 representing strongly agreeing and 1 strongly disapproving, was used for the question. Each of the five intervals stood for severe disagreement, disagreement, not sure, agreement, and strong agreement. The continuous scale was found to be necessary for calculating means and standard deviations.

The survey respondents' mean score was calculated in order to examine the data. A mean score of zero shows the topic is irrelevant, a mean score of 1.5 or less suggests that the participants strongly disagreed, 1.5 to 2.4 indicates they disagree, 2.5 to 3.4 indicates they had a neutral perception, 3.5 to 4.4 demonstrates they agreed to some extent, and a mean score of above 4.5 suggests they strongly agreed. To make a continuous scale out of the scores, the intervals were changed to [0, 1.5], [1.5, 2.5], [2.5, 3.5], [3.5, 4.5], and [4.5, 5]. There does not exist consensus if the standard deviation is more than 1.0, but consensus is attained when the standard deviation is 1.0 or below.

4.6.1 Descriptive Statistics of the Relationship between hiring practices and Quality service delivery

The study's initial goal was to determine the connection between employment procedures and the provision of high-quality services by the county governments in the Lake Region Economic Bloc. In the Lake Region Economic Bloc County Governments, the study

aimed to determine from respondents to what extent employment practices impact the quality of service delivery. On a 5-point Likert scale, the responder was asked to rate how much they agreed with certain elements of recruiting methods. With the use of a total of 11 items, the respondent's viewpoints on the hiring practices were investigated. The results are displayed in Table 4.4. A majority of respondents (M=3.46; SD=1.38) believed that the process of narrowing down applicants is done professionally. The majority of respondents (M=2.04; SD=1.38) disagreed that interview panels are well-structured. The Majority of the respondents were undecided that all vacant positions are advertised, and visible to the public (*M=2.72; SD=1.39*), and advertisement for positions follows the established area vacancies in the county government (*M=2.70; SD=1.34*). Most of the respondents were undecided that the recruitment policy is followed in county government (*M=2.63; SD=1.32*) and recruitment of county staff has been satisfactorily done (*M=2.82; SD=1.44*). The Majority of the respondents were undecided that the selection of candidates after interviews follows the laid down procedures (*M=2.65; SD=1.49*) and preliminary screening is conducted for all potential employees (*M=3.36; SD=1.33*).

Table 4.4: Hiring Practices Descriptive Statistics (N=318)

Hiring Practices	SD F	SD %	D F	D %	UD F	UD %	A F	A %	SA F	SA %	Mean	Std. Error	Std. Dev
All vacant positions are advertised and visible to the public	88	27.7	66	20.8	44	13.8	87	27.4	33	10.4	2.72	0.08	1.39
Advertisement for positions follows the established area vacancies in the county government.	76	23.9	77	24.2	77	24.2	44	13.8	44	13.8	2.70	0.08	1.34
Recruitment policy is followed in county government	76	23.9	88	27.7	77	24.2	33	10.4	44	13.8	2.63	0.07	1.32
Short listing of candidates is done professionally	32	10.1	55	17.3	77	24.2	44	13.8	110	34.6	3.46	0.08	1.38
Recruitment of county staff has been satisfactorily done	88	27.7	44	13.8	77	24.2	54	17.0	55	17.3	2.82	0.08	1.44
Selection of candidates after interviews follows the laid down procedures	110	34.6	44	13.8	66	20.8	43	13.5	55	17.3	2.65	0.08	1.49
County government hires staff through an open, free, competitive and objective	110	34.6	33	10.4	77	24.2	65	20.4	33	10.4	2.62	0.08	1.40
County government select the right candidates hence no complains arise based on nepotism, favoritism, bribery and other ills	77	24.2	66	20.8	55	17.3	87	27.4	33	10.4	2.79	0.08	1.35
Interviewers are well trained and knowledgeable	98	30.8	55	17.3	55	17.3	88	27.7	22	6.9	2.63	0.08	1.35
Interview panels are well structured	175	55.0	55	17.3	11	3.5	55	17.3	22	6.9	2.04	0.08	1.38
Preliminary screening is conducted for all potential employees	55	17.3	11	3.5	76	23.9	110	34.6	66	20.8	3.38	0.07	1.33
Mean											**2.77**	**0.05**	**0.91**

Key: SD=Strongly disagree, D=Disagree, UD=Undecided, A=Agree and SA=Strongly agree

Most of the respondents were undecided that the county government should hire staff in an open, free, competitive, and objective (*M=2.62; SD=1.40*); County government selects the right candidates; hence no complaints arise based on nepotism, favoritism, bribery, and other ills (*M=2.79; SD=1.35*) and the interviewers are well trained and knowledgeable (*M=2.63; SD=1.35*). The responder was questioned on their opinions regarding how employees saw recruiting methods using a total of 11 questions. With a standard deviation of 0.91, the total mean answer score on recruiting methods was 2.77. This value falls within the interval, indicating that respondents may have seemed to support the County government's employment policies for delivering high-quality services.

4.6.2 Quality Service Delivery Descriptive

The Lake Region Economic Bloc County Governments' ability to supply high-quality services was the dependent variable. The purpose of the study was to learn what respondents thought about the respondents' perceptions of the level of service provided by Lake Region Economic Bloc County Governments. Using a 5-point Likert scale, participants were asked to rate their agreement with several characteristics of high-quality service delivery. The respondents' perspectives on the caliber of service delivery were examined using a total of 18 questions, and the results are shown in Table 4.5.

The Majority of the respondents were undecided that their county's physical facilities were visually appealing (*M=2.82; SD=1.51*) and the county's reception desk employees were neat in appearance (*M=2.52; SD=1.38*). Most of the respondents were undecided that when their county government promises to do something by a certain timeline, it does so (*M=2.55; SD=1.48*), and when customers have problems, employees in their county will be

sympathetic and reassure them that the county will perform the service right (*M=3.03; SD=1.43*). The Majority of the respondents were undecided that their county has customers' best interests at heart (*M=3.00; SD=1.21*) and that the employees understand customer-specific needs (*M=3.03; SD=1.38*).

The majority of respondents (M=4.38; SD=0.96) and those who believed that there were established processes for defining the standard of quality anticipated from all county operations (M=4.28; SD=0.83) agreed that their county has current working equipment. The majority of respondents said that their county requires error-free records (M=4.41; SD=0.67) and that staff inform clients of the precise time of completion of services (M=4.62; SD=0.72). Most of the respondents agreed that employees give customers prompt services (*M=4.17; SD=1.06*), employees are always willing to help customers (*M=4.17; SD=0.70*), and employees are never too busy to respond to customers' questions (*M=4.14; SD=0.94*).

Table 4.5: Quality service delivery descriptive Statistics(N=318)

Service delivery	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean	Std. Error	Std. Dev
	F	%	F	%	F	%	F	%	F	%			
Their county has modern working equipment			33	10.4	11	3.5	77	24.2	197	61.9	4.38	0.05	0.96
Their county's physical facilities are visually appealing			77	24.2	88	27.7	44	13.8	32	10.1	2.82	0.08	1.51
Their county's reception desk employees are neat in appearance	77	24.2	132	41.5	32	10.1	22	6.9	55	17.3	2.52	0.08	1.38
When their county promises to do something by a certain time, it does so	110	34.6	65	20.4	55	17.3	33	10.4	55	17.3	2.55	0.08	1.48
When customers have problems, employees in their county will be sympathetic and reassure them the county performs the service right	44	13.8	110	34.6	33	10.4	54	17.0	77	24.2	3.03	0.08	1.43
There are defined procedures to define the level of quality expected from all county operations			11	3.5	44	13.8	109	34.3	154	48.4	4.28	0.05	0.83
Their county insists on error-free records					33	10.4	121	38.1	164	51.6	4.41	0.04	0.67
Employees tell customers exactly when the services will be performed			11	3.5	11	3.5	66	20.8	230	72.3	4.62	0.04	0.72
Employees give customers prompt services.	11	3.5	22	6.9	22	6.9	110	34.6	153	48.1	4.17	0.06	1.06
Employees are always willing to help customers			11	3.5	22	6.9	186	58.5	99	31.1	4.17	0.04	0.70
Employees are never too busy to respond to customers' questions			22	6.9	55	17.3	99	31.1	142	44.7	4.14	0.05	0.94
Employees instill confidence in customers	11	3.5	43	13.5	22	6.9	132	41.5	110	34.6	3.90	0.06	1.12
Employees provide sufficient trust to customers placing confidence in employees in this respect. Employees always respect customers			22	6.9	22	6.9	175	55.0	99	31.1	4.10	0.05	0.81
Employees have the necessary knowledge to answer customers' questions.					11	3.5	165	51.9	142	44.7	4.41	0.03	0.56
Their county gives customers individual attention	11	3.5	11	3.5	44	13.8	132	41.5	120	37.7	4.07	0.06	0.98
Their county has working hours suitable for all customers			11	3.5	33	10.4	110	34.6	164	51.6	4.34	0.04	0.80
Their county has customer's best interests at heart	33	10.4	88	27.7	88	27.7	65	20.4	44	13.8	3.00	0.07	1.21
The employees understand customer-specific needs	55	17.3	77	24.2	44	13.8	87	27.4	55	17.3	3.03	0.08	1.38
Mean											**3.77**	**0.04**	**0.65**

The Majority of the respondents agreed that employees instill confidence in customers (*M=3.90; SD=1.12*) and employees always respect customers, and employees provide sufficient trust to customers (*M=4.10; SD=0.81*). Most of the employees have the necessary knowledge to answer customers' questions (*M=4.41; SD=0.56*), with their county giving customers individual attention (*M=4.07; SD=0.98*) and the working hours suitable for all customers (*M=4.34; SD=0.80*).

The respondent's opinions on the employee's perspective of high-quality delivery of services were elicited using a total of 18 items. Quality delivery of services Having a standard deviation of 0.66 and an overall mean response score of 3.77.This score is within the interval, indicating that participants seemed to be in agreement with the county government's ability to offer high-quality services.

4.6.3 Descriptive Statistics of Relationship between performance management and quality service delivery

The study's second goal was to determine the correlation involving quality delivery of services and performance management in the county governments of the Lake Region Economic Bloc. In the Lake Region Economic Bloc County Governments, the study aimed to determine from respondents to what degree performance management influences the quality of service delivery. Using a 5-point Likert scale, the responder was prompted to indicate how much they agreed with certain components of performance management. The respondent's opinions on performance management were elicited using a total of 13 items, and the results are shown in Table 4.6.

Table 4.6: Performance Management Descriptive Statistics(N=318)

Performance Management	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean	Std. Error	Std. Dev
	F	%	F	%	F	%	F	%	F	%			
All employees at the county work are on performance contracts	44	13.8	33	10.4	131	41.2	44	13.8	66	20.8	3.17	0.07	1.27
Performance contracts are renewed only if targets are achieved	44	13.8	33	10.4	54	17.0	77	24.2	110	34.6	3.55	0.08	1.41
Delivery of services on schedule has been made possible by performance standards through contractual agreements and target setting.	44	13.8	33	10.4	54	17.0	66	20.8	121	38.1	3.59	0.08	1.43
The performance agreement is in existence and is used to boost workplace productivity	77	24.2	66	20.8	54	17.0	44	13.8	77	24.2	2.93	0.08	1.51
Performance training is an essential component that raises the level of service that is provided.	33	10.4	55	17.3	76	23.9	55	17.3	99	31.1	3.42	0.08	1.36
Mentoring process has helped in understanding the performance appraisal.	33	10.4	55	17.3	32	10.1	110	34.6	88	27.7	3.52	0.07	1.33
Performance appraisal seminars are always conducted.	55	17.3	44	13.8	76	23.9	99	31.1	44	13.8	3.10	0.07	1.30
Memos and training are used to distribute information about performance reviews.	99	31.1	44	13.8	120	37.7	22	6.9	33	10.4	2.52	0.07	1.28
The supervisor allocates achievable targets.	121	38.1	55	17.3	76	23.9	44	13.8	22	6.9	2.34	0.07	1.30
The targets set enable me to utilize their knowledge and skills.	22	6.9	55	17.3	43	13.5	132	41.5	66	20.8	3.52	0.07	1.20
The targets are in line with their goals as well as overall organizational goals	55	17.3	55	17.3	44	13.8	120	37.7	44	13.8	3.14	0.07	1.34
Employees are involved in setting targets by their supervisors	11	3.5	99	31.1	54	17.0	99	31.1	55	17.3	3.28	0.07	1.17
Goal-setting and performance criteria have performance indicators established.	11	3.5	33	10.4	55	17.3	186	58.5	33	10.4	3.62	0.05	0.93
Mean											**3.21**	**0.05**	**0.88**

The majority of the participants (M=3.55; SD=1.41) agreed with the fact that performance contracts are extended if goals are met, and a similar number (M=3.59; SD=1.43) felt that standards for performance through contracting for performance and goal-setting have supported prompt delivery of services. The majority of respondents (M=3.52; SD=1.33) concurred that the mentoring process has helped them better understand performance appraisals, and that Goal-setting and performance standards are measured using performance indicators (M=3.62; SD=0.93). They also concurred that having goals enables individuals to put their knowledge and talents to use.

The vast majority of the participants were divided on whether or not the performance contract was in existence and used to improve productivity at work (M=2.93; SD=1.51), and they disagreed to Performance-based training played a significant role in improving the level of services offered (M=3.42; SD=1.36). Most responders were divided on whether or not performance evaluation seminars were always held (M=3.10; SD=1.30) and whether or not all county workers were covered by contracts for performance (M=3.17; SD=1.27).

A large proportion of respondents (M=3.14; SD=1.34) and those who responded that workers were involved in setting objectives by their managers (M=3.28; SD=1.17) were unsure whether the targets were in accordance with their own goals as well as the general company goals. The majority of respondents (M=2.52; SD=1.28) disagreed that information on evaluations of performance is shared through memos and training, and that the supervisor assigns reachable goals (M=2.34; SD=1.30).

Using a total of 13 items, the respondent was asked their thoughts on how they believe that workers see performance management. The average score across all performance management replies was

3.21, with a standard deviation of 0.88. Because this figure falls inside the range, it's possible that respondents meant to imply that county governments don't always use performance management to raise the caliber of the services they offer.

4.6.4 Descriptive Statistics of Relationship between career development and quality service delivery

The study's third goal was to determine the connection between professional growth and the provision of high-quality services by the county governments in the Lake Region Economic Bloc. In the Lake Region Economic Bloc County Governments, the study aimed to determine from respondents to what extent professional development influences the quality of service delivery. On a 5-point Likert scale, the responder was asked to rate their agreement with several aspects of professional advancement. The respondent's perspectives on career advancement were examined using a total of 14 items, and the results are shown in Table 4.7.

The majority of respondents (M=4.07; SD=0.83), the management assistance to match personal goals and opportunities (M=3.97; SD=0.89), the last program's contribution to performance improvement (M=3.62; SD=1.43), and being well mentored and prepared to take on more responsibility (M=3.93; SD=0.98) all agreed that the county government enables them to manage their careers effectively. The majority of respondents were unsure of whether the training programs available were relevant to their professional development (M=3.28; SD=1.34) and if the training programs accelerated their intended career advancement (M=2.93; SD=1.26). The vast majority of responders weren't sure that every employee should undergo relevant training to prepare them for upward mobility (*M=2.90;*

SD=1.13), A crucial component of the county's human resource strategy is employee coaching and mentoring. (*M=3.27; SD=1.08*).

Table 4.7: Career development Descriptive Statistics(N=318)

Career development	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean	Std. Error	Std. Dev
	F	%	F	%	F	%	F	%	F	%			
I have control of their career & have set their goals	55	17.3	66	20.8	43	13.5	110	34.6	44	13.8	3.07	0.08	1.34
I have individual development plan	33	10.4	121	38.1	44	13.8	65	20.4	55	17.3	2.96	0.07	1.30
The county enables me manage their career effectively			22	6.9	32	10.1	165	51.9	99	31.1	4.07	0.05	0.83
Management assistance to match personal goals and opportunities			22	6.9	66	20.8	131	41.2	99	31.1	3.97	0.05	0.89
County has well designed training policy	77	24.2	99	31.1	43	13.5	55	17.3	44	13.8	2.65	0.08	1.38
Sufficient money and time are allocated for training	33	10.4	77	24.2	66	20.8	98	30.8	44	13.8	3.14	0.07	1.23
The training programs offered are relevant to their career growth	55	17.3	22	6.9	87	27.4	88	27.7	66	20.8	3.28	0.08	1.34
The training programs speed up their career progress in the desired direction	44	13.8	88	27.7	77	24.2	65	20.4	44	13.8	2.93	0.07	1.26
Every employee undergoes relevant training to prepare them for upward mobility	22	6.9	121	38.1	76	23.9	66	20.8	33	10.4	2.90	0.06	1.13
Employee coaching and mentoring is a fundamental human resource policy in the county	22	6.9	55	17.3	88	27.7	120	37.7	33	10.4	3.27	0.06	1.08
Their last program helped me improve their performance	55	17.3	11	3.5	43	13.5	99	31.1	110	34.6	3.62	0.08	1.43
It is undertaken in the county to help the employees grow and develop	33	10.4	44	13.8	55	17.3	109	34.3	77	24.2	3.48	0.07	1.28
I am well mentored and ready to assume greater responsibilities			33	10.4	65	20.4	110	34.6	110	34.6	3.93	0.06	0.98
It helps employees take ownership and responsibility for their careers	33	10.4	66	20.8	44	13.8	120	37.7	55	17.3	3.31	0.07	1.27
Mean											**3.33**	**0.04**	**0.72**

The majority of respondents (M=3.48; SD=1.28) were unsure of the county's efforts to support employees' growth and development, and career development encourages people to take charge of their careers (M=3.31; SD=1.27). The majority of respondents weren't sure whether they were in charge of their profession or had established goals (*M=3.07; SD=1.34*), had individual development plans (*M=2.96; SD=1.30*), and county had a well-designed training policy (*M=2.65; SD=1.38*) and sufficient money and time are allocated for training (*M=3.14; SD=1.23*).

The participant's opinions on the employee's sense of career growth were elicited using a total of 14 items. On professional growth, the mean total answer score was 3.33, with a standard deviation of 0.72. This number falls within the range, indicating that respondents might not have always used career development to improve the County government's ability to offer high-quality services.

4.6.5 Descriptive Statistics for Relationship between competency development and quality service delivery

Establishing the correlation involving competency growth and the provision of high-quality services by the Lake Region Economic Bloc County Governments was the study's fourth goal. In the Lake Region Economic Bloc County Governments, the study aimed to determine from respondents to what degree competency development influences the quality of service delivery. Using a 5-point Likert scale, participants were prompted to indicate how much they agreed with key components of competency

136

development. The participant's perspectives on competency development were examined using a total of 12 items, and the results are shown in Table 4.8.

Table 4.8: Competency Development Descriptive Statistics   (N=318)

Career development	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean	Std. Error	Std. Dev
	F	%	F	%	F	%	F	%	F	%			
All staff are required to attend training by the county	44	13.8	77	24.2	77	24.2	44	13.8	76	23.9	3.10	0.08	1.37
Training is conducted by consultants to develop employee competencies			11	3.5	55	17.3	*154*	48.4	98	30.8	4.07	0.04	0.79
Employees find training very useful in skills development			33	10.4	11	3.5	88	27.7	186	58.5	4.34	0.05	0.96
Newly recruited workers are inducted effectively before duty allocation	88	27.7	99	31.1	22	6.9	22	6.9	87	27.4	2.75	0.09	1.59
The county has a mentorship program for staff	88	27.7	110	34.6	33	10.4	22	6.9	65	20.4	2.58	0.08	1.47
Mentorship is conducted for staff who are identified to have a need	121	38.1	44	13.8	44	13.8	44	13.8	65	20.4	2.65	0.09	1.58
Mentorship is outsourced from various professionals	44	13.8	99	31.1	33	10.4	55	17.3	87	27.4	3.13	0.08	1.46
There are more than one training workshops annually			11	3.5	44	13.8	99	31.1	164	51.6	4.31	0.05	0.84
Departments can request workshops for their staff when need arises					33	10.4	132	41.5	153	48.1	4.38	0.04	0.67
I always attend workshops on improving service delivery			11	3.5	11	3.5	66	20.8	230	72.3	4.62	0.04	0.72
There is a policy to govern workshops frequencies	11	3.5	22	6.9	22	6.9	99	31.1	164	51.6	4.20	0.06	1.07
Competency development is linked to upward mobility			11	3.5	33	10.4	165	51.9	109	34.3	4.17	0.04	0.75
Mean											**3.69**	**0.04**	**0.75**

138

4.6.6 Work environment Descriptive Statistics

On a 5-point Likert scale, the responder was asked to rate how much they agreed with certain features of the workplace. The participant's perspectives on the job environment were examined using a total of 12 items, and the results are shown in Table 4.9. The Majority of the respondents agreed that the workspace in the office is adequate (*M=4.10; SD=0.92*), the employer provides health and safety measures for employees (*M=3.87; SD=1.10*), and wellness programs are provided to employees (*M=4.10; SD=081*). Most of the respondents agreed that Welfare programs are provided to employees (*M=4.34; SD=0.60*), they had sufficient support from their employer (*M=4.00; SD=0.95*), and they were happy with the rewards and job benefits provided by their employer (*M=4.24; SD=0.82*).

agreed that their county has a flextime work arrangement (*M=4.20; SD=0.61*), and their The majority of respondents (M=4.10; SD=0.89), (M=4.20; SD=0.76), (M=4.17; SD=0.65), and (M=3.93; SD=0.83) agreed that they have a positive working relationship with their boss, that the workplace is friendly, and that they have opportunities to interact with and collaborate with other employees. The majority of respondents' employers provide them the option to select their place of employment (M=4.14; SD=0.63). The Majority of the respondents agreed that the county employees could combine career and family (*M=4.07; SD=0.95*), and the management of this county is accommodative of family related needs (*M=3.97; SD=0.77*).

Table 4.9: Work environment Descriptive Statistics   (N=318)

Work environment	Strongly disagree		Disagree		Undecided		Agree		Strongly agree		Mean	Std. Error	Std. Dev
	F	%	F	%	F	%	F	%	F	%			
Work space in the office is adequate			22	6.9	55	17.3	110	34.6	131	41.2	4.10	0.05	0.92
The employer provides health and safety measures for employees	11	3.5	43	13.5	22	6.9	143	45.0	99	31.1	3.87	0.06	1.10
Wellness programs are provided to employees			22	6.9	22	6.9	175	55.0	99	31.1	4.10	0.05	0.81
Welfare programs are provided to employees					22	6.9	165	51.9	131	41.2	4.34	0.03	0.60
I have sufficient support from their employer	11	3.5	11	3.5	44	13.8	154	48.4	98	30.8	4.00	0.05	0.95
I am happy with the rewards and job benefits provided by their employer			11	3.5	44	13.8	121	38.1	142	44.7	4.24	0.05	0.82
I am happy with leadership of the county	33	10.4	88	27.7	110	34.6	65	20.4	22	6.9	2.86	0.06	1.08
Employees are recognized for better performance	55	17.3	77	24.2	44	13.8	109	34.3	33	10.4	2.96	0.07	1.30
Employees are involved in decision making	22	6.9	55	17.3	76	23.9	110	34.6	55	17.3	3.38	0.07	1.16
I enjoy good working relationship with their boss	11	3.5	11	3.5	11	3.5	187	58.8	98	30.8	4.10	0.05	0.89
Work environment is friendly					66	20.8	121	38.1	131	41.2	4.20	0.04	0.76
I happy working with their colleagues as a team in the department					44	13.8	176	55.3	98	30.8	4.17	0.04	0.65
I have opportunity to contact and collaborate with their work colleagues			22	6.9	55	17.3	164	51.6	77	24.2	3.93	0.05	0.83
Their county has flextime work arrangement					33	10.4	187	58.8	98	30.8	4.20	0.03	0.61
Their employer provides me with the chance to choose where I can work					44	13.8	186	58.5	88	27.7	4.14	0.04	0.63
In this county employees can combine career and family			22	6.9	66	20.8	99	31.1	131	41.2	4.07	0.05	0.95
The management of this county is accommodative of family related needs			11	3.5	65	20.4	165	51.9	77	24.2	3.97	0.04	0.77
Mean											**3.92**	**0.03**	**0.52**

4.7 Factor Analysis of Variables

Factor analysis was utilized to identify the precise number of components that measured each notion as perceived by the respondents. In this investigation, factor analysis was used to confirm that each variable's items loaded into the expected categories. The sphericity test by Bartlett and Kaiser-Meyer-Olkin (KMO) were employed to evaluate the validity of the instrument. The Kaiser- Meyer- Olkin test's cutoff for a sufficient sample was 0.5.

The effectiveness of the correlation matrix was examined using Bartlett's Test of Sphericity. Each variable's factors were determined, and the assertions were then scored and submitted to inferential analysis.

4.7.1 Factor Analysis for Hiring Practices

To confirm item loadings, Principle Component study was used. Through this method, redundant items were found and excluded from the study. To evaluate hiring methods, eleven items were recommended. The hiring practices KMO score was 0.685, suggesting that the sampling was sufficient. It was validated that the data gathered for hiring procedures was sufficient by the significant chi-square value for Bartlett's test of sphericity (2 =2283.5, p0.05) (Table 4.10).

Table 4.10: Factor analysis for Hiring Practices

Hiring Practices	Component		
	1	2	3
Interviewers are well trained and knowledgeable	.790		
Interview panels are well structured	.754		
The county government follows a recruitment policy	.741		
All vacant positions are advertised and visible to the public	.713		
The County government select the right candidates hence no complains arise	.663		
County government hires staff through an open, free, competitive and objective	.645		
Selection of candidates after interviews follows laid procedures		.908	
Recruitment of county staff has been satisfactorily done		.727	
Preliminary screening is conducted for all employees		.503	
Short listing of candidates is done professionally			.941
Advertisement for positions follows the established area vacancies in the county government.			.733
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.685		
Bartlett's Test of Sphericity Approx. Chi-Square	2283.54		
Df	55		
Sig.	.000		
Total Variance Explained	70.25		
% of Variance	31.59	20.72	17.95
Eigenvalues	3.475	2.279	1.974

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

A rotated component matrix for hiring practices indicators were run (Table 4.10). All the eleven statements were retained, and the items extracted loaded highly on three-dimension factors, with factor one having three items, factor two with three items, and lastly factor one with two factors. The total variance explained of eleven factors extracted explained cumulatively 70.25% of the variance. An aggregate of 31.59% of the variation in the data was explained by the six components. Factors two and three each explained 17.95% and 20.72% of the variation in the data, respectively

4.7.2 Factor Analysis for Quality service delivery

When item loadings were checked using Principle Component study, redundant items were found and left out of the study. The KMO score for the delivery of quality services was 0.596, which shows that the sampling was sufficient. The data gathered for the provision of high-quality services was sufficient, as shown by the significant chi-square value for Bartlett's test of sphericity (2 =3928.985, p0.05) (Table 4.11).

For providing excellent services indicators, a rotational component matrix was used (Table 4.11). To gauge the quality of service delivery, 17 different metrics were suggested. Workspace in the office is sufficient, one item, was removed, and sixteen were kept. The rotation sums of squared components related with the five extracted variables collectively explained 73.57% of the variation (Table 4.11). Factor one accounted for 20.17% of the variation in the data, whereas factors two and three each accounted for 16.36%, 15.79%, 11.98%, and 9.26% of the variance.

143

Table 4.11: Rotated Component Matrix for Quality servicedelivery

Service delivery	Component				
	1	**2**	**3**	**4**	**5**
I have their employer's full backing, which is plenty	.820				
Employees are given health and safety precautions by the company.	.785				
Wellness programs are provided to employees	.736				
I get to pick where I want to work thanks to their employer.	.643				
In this county employees can combine career and family	.560				
Work space in the office is adequate					
I happy working with their colleagues as a team in the department		.847			
I enjoy good working relationship with boss		.770			
I have the chance to get in touch with and work with their coworkers.		.586			
Work environment is friendly		.547			
I am happy with the rewards and job benefits provided by their employer			.902		
Their county has flextime work arrangement			.758		
Welfare programs are provided to employees			.643		
Employees are recognized for better performance				.814	
I am pleased with the county's leadership.				.712	
Employees are involved in decision making				.653	
The management of this county is accommodative of family related needs					.867
Sampling adequacy as measured by Kaiser-Meyer-Olkin.	.596				
Bartlett's Test of Sphericity					
Approx. Chi-Square	3928.99				
Df	136				
Sig.	.000				
Total Variance Explained	73.57				
% of Variance	20.17	16.36	15.80	11.99	9.26
Eigenvalues	3.43	2.78	2.69	2.04	1.57

Principal Component Analysis is the extraction technique.
Varimax with Kaiser Normalization is the rotation method.
a. After 7 iterations, rotation converged.

4.7.3 Factor Analysis for Performance management

Performance management's KMO score was 0.704, suggesting that sampling was sufficient. The data gathered for performance management was sufficient, according to the significant chi-square value for Bartlett's test of sphericity ($\chi^2 = 3414.05$, $p < 0.05$) (Table 4.12). Management of performance indicators were passed via a rotating component matrix.

Thirteen items were proposed to measure performance management. All the items were retained and three retrieved variables together explained 72% of the variation. Factor one explained 26.16% of the variance; factor two explained 25.58%, and factor three explained 20.27% of the variance in the data.

Table 4.12: Factor Analysis for Performance management

	Component		
	1	2	3
Memos and training are used to distribute information about performance reviews.	.800		
The targets are in line with their goals as well as overall organizational goals	.797		
All employees at the county work are on performance contracts	.727		
Goal-setting and performance criteria have performance indicators established.	.678		
The performance contract is in existence and is used to boost workplace productivity.	.640		
The supervisor allocates achievable targets.	.615		
Performance appraisal seminars are always conducted.		.864	
The targets set enable me to utilize their knowledge and skills.		.824	
Employees are involved in setting targets by their supervisors		.703	
Performance training is an essential component that raises the level of service that is provided.		.687	
Understanding the performance review has been aided by the mentoring process.			.848
Performance contracts are renewed only if targets are achieved			.760
On-time service delivery has been made possible by performance standards through performance contracting and target setting.			.640
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.704		
Bartlett's Test of Sphericity Approx. Chi-Square	3414.05		
Df	78		
Sig.	.000		
Total Variance Explained	72.00		
% of Variance	26.16	25.58	20.27
Eigenvalues	3.401	3.326	2.635

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

4.7.4 Factor Analysis for Career development

Career advancement's KMO value was 0.630, which shows that the sampling was sufficient. The data gathered for career progression were sufficient, according to the significant chi-square value for Bartlett's test of sphericity (2 =3480.39, p<0.05) (Table 4.13). For career advancement indicators, a rotated component matrix was used.

Table 4.13: Factor Analysis for Career Development.

	Component			
	1	2	3	4
Their professional growth in the intended direction is accelerated by the training programs.	.898			
County has well designed training policy	.795			
I have control of their career & have set their goals	.781			
Each employee receives the necessary training to position them for career advancement.	.740			
I have individual development plan	.698			
A crucial component of the county's human resource strategy is employee coaching and mentoring.	.610			
The training courses provided are pertinent to their professional development.		.868		
It is done in county to assist the workers in developing and growing		.852		
Sufficient money and time are allocated for training	.532	.702		
Management support to align individual objectives with opportunities			.842	
I'm able to successfully manage their career thanks to the county			.727	
Their most recent program enabled me to boost their effectiveness.			.620	
It helps employees take ownership and responsibility for their careers				.823
I am well mentored and ready to assume greater responsibilities				.770
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.630			
Bartlett's Test of Sphericity Approx. Chi-Square	3480.39			
Df	91			
Sig.	.000			
Total Variance Explained	76.4			
% of Variance	28.33	19.66	16.04	12.36
Eigenvalues	3.966	2.753	2.246	1.731

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Fourteen items were proposed to measure career development, and all of them were retained. A total of 76.4% of the variation in the rotation sums of squared components linked to the factors was explained by the four extracted factors. Factor one explained 28.33% of the variance; factor two explained 19.66%, factor three explained 16.04%, and factor four explained 12.36% of the variance in the data. Table 4.13 Factor Analysis for Career development

4.7.5 Factor Analysis for Competency development

The competency development KMO score was 0.699, suggesting that the sampling was sufficient. The data gathered for competency development was sufficient, as shown by the significant chi-square value for Bartlett's test of sphericity (2 =3314.94, p0.05) (Table 4.14). The competency development indicators rotational component matrix was conducted. To gauge competency improvement, twelve items were suggested; all of them were kept. Two variables that were retrieved collectively accounted for 66.72% of the variation in the factors' related rotation sums of squared components. Factor one accounted for 37.38% of the variation in the data, and factor two for 29.34% of it.

Table 4.14: Factor Analysis for Competency development

	Component	
	1	2
I always attend workshops on improving service delivery	.895	
Departments can request workshops for their staff when need arises	.876	
There is a policy to govern workshops frequencies	.790	
There are more than one training workshops annually	.786	
Competency development is linked to upward mobility	.768	
Training is conducted by consultants to develop employee competencies	.668	
Employees find training very useful in skills development	.640	
The county has a mentorship program for staff		.867
Mentorship is outsourced from various professionals		.853
Newly recruited workers are inducted effectively before duty allocation		.852
All staff are required to attend training by the county		.792
Mentorship is conducted for staff who are identified to have a need		.622
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.699	
Bartlett's Test of Sphericity Approx. Chi-Square	3314.94	
Df	66	
Sig.	.000	
Total Variance Explained	66.72	
% of Variance	37.38	29.34
Eigenvalues	4.486	3.520

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

4.7.6 Factor Analysis for the Work environment

The workplace's KMO value was 0.701, which shows that the sampling was sufficient. The data gathered for the work environment was sufficient, as shown by the significant chi-square outcome for Bartlett's test of sphericity (2 =5583.2, p0.05) (Table 4.15). Work environment indicators were conducted on a rotated component matrix. Twelve suggested items for measuring the workplace environment were kept in total. The rotation sums of squared factors linked with the four extracted variables collectively explained 74.19% of the variation (Table 4.15).

Table 4.13: Factor Analysis for Work environment

Work Environment	Component			
	1	2	3	4
Their county insists on error-free records	.854			
Employees tell customers exactly when the services will be performed	.831			
Employees are always willing to help customers	.831			
Employees give customers prompt services.	.724			
There are defined procedures to define level of quality expected from all county operations	.680			
Employees are equipped to respond to inquiries from clients.	.535			
Their county's reception desk employees are neat in appearance		.888		
When clients have issues, county staff will be understanding and reassure them that the county provides the service correctly.		.875		
Their county's physical facilities are visually appealing		.875		
The employees understand customer specific needs		.759		
Their county has customer's best interest at heart		.662		
Their county follows through on its commitments to complete tasks on a specified date.		.553		
Their county gives customers individual attention			.841	
Employees provide sufficient trust to customers placing confidence in employees in this respect. Employees always respect customers			.818	
Employees instill confidence in customers			.815	
Employees are never too busy to respond to customers' questions			.511	
Their county has working hours suitable for all customers				.832
Their county has modern working equipment				.645
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.701			
Bartlett's Test of Sphericity Approx. Chi-Square	5583.22			
Df	153			
Sig.	.000			
Total Variance Explained	74.19			
% of Variance	24.058	21.94	16.40	11.79
Eigenvalues	4.331	3.949	2.953	2.122

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Factor one accounted for 24.058% of the variation in the data, whereas factors two and three and four accounted for 21.938%, 16.40%, and 11.786% of the variance respectively.

4.8 Diagnostic Tests

For statistics to be regarded as effective and impartial estimators, the parametric evaluation must satisfy specific criteria or data assumptions. As fundamental presumptions, normality, heteroscedasticity, multicollinearity, autocorrelation, and linearity of the data were established. These assumptions are checked and assessed before doing actual statistical analysis.

4.8.1 Normality Assumption Test

The quantile-quantile (Q-Q) plots were used to check for normality in the data distribution across the five constructs. According to Loy, Follett, and Hofman (2015), Q-Q plots are better suited for assessing normality since they may highlight non-normal characteristics of distributions. When displayed data showed a particular variable preceding the diagonal line typically generated by a normal distribution, the Q-Q plot's normalcy was attained. Quality The dependent variable was conceived of as service delivery. The conventional Q-Q plot shown in Figure 4.1 shows that data dots followed the diagonal of the distribution throughout. As a result, the distribution of the services was normal. The foremost strategic practice found was hiring procedures, which was viewed as a variable that is independent The majority of the data in the normal Q-Q plot are along the diagonal, indicating that the recruiting practice's data distribution was normal (Figure 4.1).

Normal Q-Q Plot of Hiring practices

Normal Q-Q Plot of Performance management

Normal Q-Q Plot of Career development

Normal Q-Q Plot of Competency development

Normal Q-Q Plot of Work environment

Normal Q-Q Plot of Quality service delivery

153
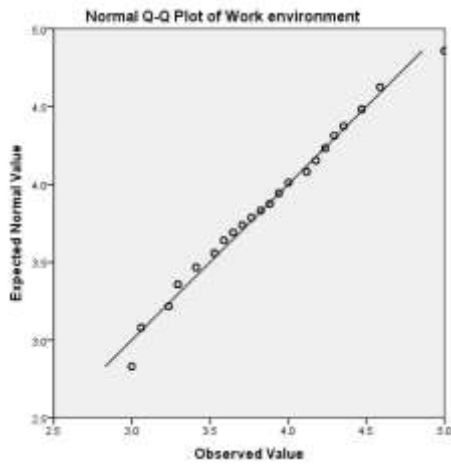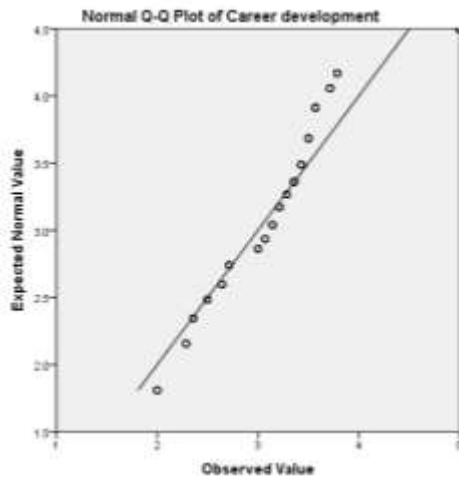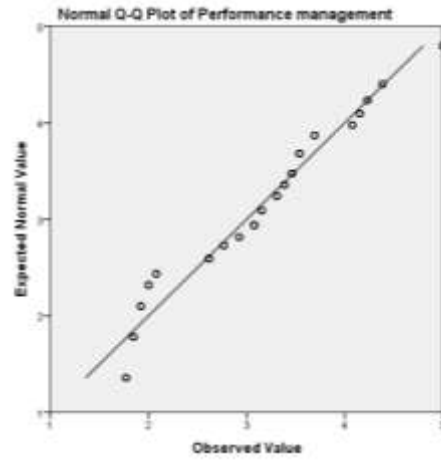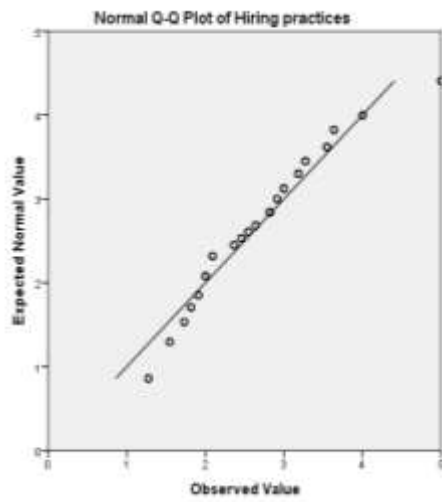
Figure 4.1 Normality Assumption Test

The second technique, considered as an independent variable, was performance management. The performance management distribution's normal Q-Q plot demonstrated that the normality assumption was upheld (Figure 4.1). The majority of the data in the normal Q-Q plot are along the diagonal, indicating a normal distribution of data for career growth. The study's normalcy assumption test is depicted in Figure 4.1.

The fourth variable that was independent was regarded as competency development. The conventional Q-Q plot shown in Figure 4.1 shows that data dots followed the diagonal of the distribution throughout. Data on the growth of competencies had a normal distribution. The idea of the workplace as a moderator variable was developed. The job environment data exhibited a normal distribution, as shown by the normal Q-Q plot in Figure 4.1, and data dots remained next to the diagonal throughout the distribution.

4.8.2 Linearity Assumption Test

To examine the extent of linearity relationship between the project's research variables, a bivariate scatter plot was utilized. This included the independent factors (hiring practices, management of performance, career development, and competency development) as well as the variable that was dependent (quality service delivery). Linearity is acknowledged as one of the underlying presumptions of regression analysis by Tabachnick and Fidell (2013). When circular or oval scatter plots were generated, as illustrated in Figure 4.2, the linearity of the variables was verified.
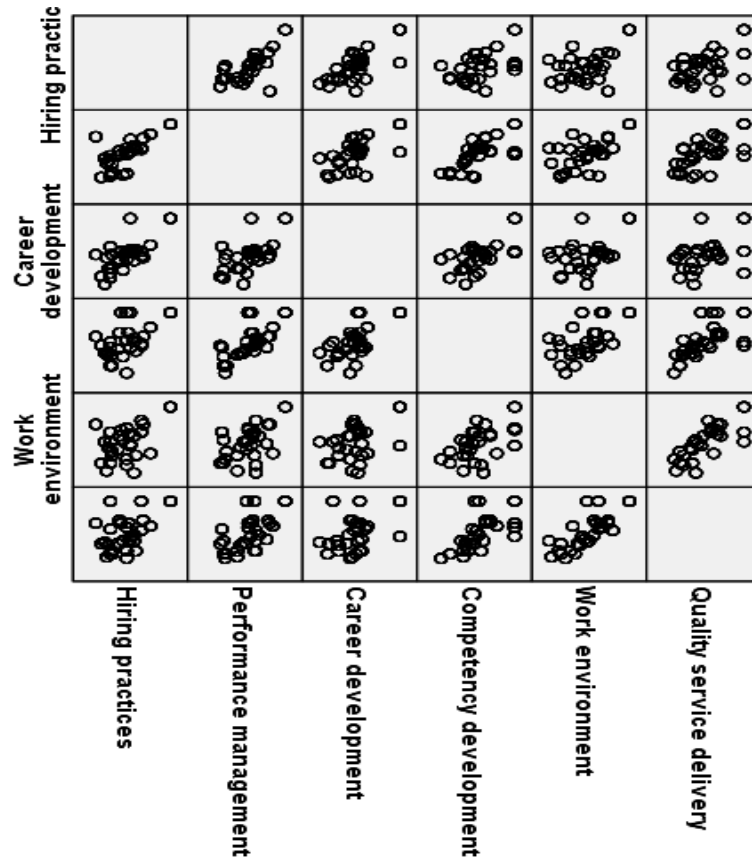
Figure 4.2: Bivariate Scatter plots

The Bivariate Scatter plots figure 4.2 shows the linearity of the variables

4.8.3 Multicollinearity Assumption Test

Vatcheva, Lee, McCormick, and Rahbar (2016) describe multicollinearity as a situation in which independent variables or predictors exhibit a significant degree of correlation with one another. To check for multicollinearity, the Variance Inflation Factor (VIF), which assesses the increase in variance of a rough regression coefficient when there is a connection among the predictors, was utilized (Tabachnick & Fidell, 2013).

All of the VIF values were below the acceptable level, as shown in Table 4.16 findings, proving that multicollinearity was not a problem in this investigation.

Table 4.16: Multicollinearity Statistics

Model	Practices	Collinearity Statistics	
		Tolerance	VIF
1	Hiring practices	.351	2.846
	Performance management	.362	2.764
	Career development	.358	2.791
	Competency development	.384	2.601
	Work environment	.605	1.653

a. Dependent Variable: Quality service delivery

According to the general rule, the tolerance should be more than 0.2 and the VIF value should be fewer than ten (Keith, 2006; Shieh, 2010). This was further supported by the VIF value, that is less than 5, and a minimum compliance of 0.54, each of which fall far lower than the thresholds of 10 and 0.2. The multicollinearity assumption is thus not broken. Due to the potential of overlapping information, it may not be possible to ascribe the coefficient of regression to one variable while holding other variables constant when multicollinearity is present.

4.8.4 Autocorrelation Assumption Test

According to Fidell and Tabachnick (2013), autocorrelation is a gauge of the connection between regression remnants. When distance and time are related to the order in which instances are obtained, the idea of mistake independence is broken. The Durbin-Watson statistic, which is regarded as a measure of error autocorrelation when the sequence of occurrences is taken into consideration (Tabachnick & Fidell, 2013), was used to examine the independence of errors. The Durbin-Watson (DW) statistics were used to evaluate autocorrelation (error independence).

Table 4.17: Autocorrelation Test

Model	Durbin-Watson
Hiring practices	2.107
Performance management	1.709
Career development	2.018
Competency development	1.534
Work environment	1.966

The table 4.17 shows Autocorrelation test of variable of this study

4.9 Correlation Results

An examination of correlation aims to identify the kind and degree of correlation involving variables that are independent and dependent. The association between the important variables is established using Pearson's correlation statistic. The relationship between hiring practices, performance management, competency development and career development and quality service delivery was established using Pearson's correlation at 99% confidence level as shown in Table 4.18. To determine the relationship between recruiting procedures and high-quality service delivery, Pearson's moment correlation was employed. A substantial

positive and sluggish correlation between recruiting methods and the provision of high-quality services was found (r= 0.510, p = 0.000). Therefore, better recruiting methods resulted in higher-quality service delivery.

Performance management and the provision of high-quality services had a statistically significant positive and moderate connection (r= 0.616, p = 0.000). The performance management improved the delivery of high-quality services. According to the study, professional growth and the provision of high-quality services showed a small but statistically significant link (r=0.433, p =0.000). Therefore, more career growth resulted in better service delivery quality.

Table 4.18 Correlation Analysis

Variables		1	2	3	4	5	6
1. Quality service delivery	Pearson Correlation	1					
	Sig. (2-tailed)						
2. Hiring practices	Pearson Correlation	.510**	1				
	Sig. (2-tailed)	.000					
3. Performance management	Pearson Correlation	.616**	.712**	1			
	Sig. (2-tailed)	.000	.000				
4. Career development	Pearson Correlation	.433**	.718**	.623**	1		
	Sig. (2-tailed)	.000	.000	.000			
5. Competency development	Pearson Correlation	.668**	.526**	.672**	.679**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
6. Work environment	Pearson Correlation	.780**	.489**	.552**	.455**	.575**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).
N=318

159

The development of competencies had a substantial positive and strong link with the provision of high-quality services (r= 0.668, p = 0.000). Increased competency development resulted in better delivery of services quality. According to the study, there is a considerable correlation between the work environment and quality delivery of services (r= 0.780, p = 0.000). The upgrading of the workplace atmosphere resulted in higher-quality delivery of services. The results are theoretically tenable due to the positive correlation between all of the independent parameters and the provision of quality services. Work environment had the highest relation from the findings.

4.10 Linear Regression Analysis

Inferential statistics are used in this section's data analysis to demonstrate the kind and degree of the correlation involving the variables that are independent or dependent. Inferential statistics includes regression analysis, which gauges a model's prediction potential by looking at the connection between variables that are independent and dependent. It evaluates the model's overall goodness of fit as well as how well each variable or set of variables predicts the outcome variables. Every hypothesis test is run with a significance threshold of 0.05 or 5%. It is a test of connection rather than a proof of one factor causing another to change.

The variables are analyzed using the basic regression approach and multiple regressions, and the coefficient of determination (R^2) is used to emphasize the explanatory ability of the variables. Findings for model summary, ANOVA, and regression coefficients are presented in tables. The model's ability to predict the outcome more accurately than using the mean was tested using the analysis of variance. According to the results, the predictor

might or might not contribute a meaningful contribution to the model, and the t-test associated with -values was significant.

4.10.1 Regression result for hiring practices and quality service delivery

To investigate the impact of hiring practices and quality service delivery, a linear regression model was utilized. From the model, ($R^2 = 0.260$) indicated that hiring practices account for 26% variation in quality service delivery. Therefore, with these two factors the model for hiring practices and quality service delivery explained 26% of the variation based on the data analyzed as shown in Table 4.19.

Table 4.19: Model Summary on hiring practices and quality service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510[a]	.260	.258	.55917

a. Predictors: (Constant), Hiring practices

The F value of 110.99 in the ANOVA table 4.20, which indicates the model's validity, is significant (p=0.000). Consequently, the study model proved reliable in explaining the variation in service quality provided in the Lake Region Economic Bloc.

161

Table 4.20:Analysis of Variance in hiring practices and quality service delivery

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.704	1	34.704	110.99	.000[b]
	Residual	98.805	316	.313		
	Total	133.509	317			

a. Dependent Variable: Quality service delivery
b. Predictors: (Constant), Hiring practices

To test the proposed hypotheses, the β coefficients for recruiting practices as a variable that is independent were produced. Table 4.21 provides the estimates for the β-value as well as the predictor's contribution to the model. The hiring practices β-value exhibited a positive coefficient, indicating a favorable correlation with the provision of high-quality services.

A simple regression model of the form;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where; Y is quality service delivery and X1 is hiring practices. An intercept term is (α). The estimated equation for objective one is;

Y = 2.764+0.365X₁ + ε ………………………….………… Equation 4.1

Where: Y = Quality service delivery, X₁ = hiring practices, ε = error term

According to the model's equation 4.1, recruiting methods and the provision of high-quality services are directly related. A rise in unit in recruiting procedures would result in a 0.365 improvement in service quality. The intercept and slope coefficients for hiring practices have high t values (t=27.398 and 10.535), indicating that the coefficient is statistically significant.

Table 4.21: Hiring practices and quality service delivery coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.764	.101		27.398	.000
	Hiring practices	.365	.035	.510	10.535	.000

a. Dependent Variable: Quality service delivery

In testing this hypothesis, the hiring practices variable was regressed with the quality service delivery variable. According to the study's findings, recruiting practices and delivery of services have a substantial positive association ($\beta1$=0.365 and p=0.000). The recruiting procedures boost the delivery of high-quality services. The null hypothesis (**Ho1**) was disproved because p 0.05. As a consequence, it was discovered that recruiting practices significantly influenced the delivery of high-quality services.

163

This suggests that there is a direct correlation between improvements in recruiting methods and improvements in the quality of services provided. This result supports Heynes' (2015) conclusion that there was a favorable correlation between hiring and selecting employees and service delivery as a performance metric. The findings are consistent with the claims made by Ekwoaba, Ikeije, and Ufoma (2015) that hiring and selection criteria have a significant impact on a company's effectiveness and that an organization performs better when its recruitment and selection principles are more objective.

4.10.2 Regression result for performance management and quality service delivery

Management of performance accounted for 38% of the variation in the quality of delivery of services, according to the model ($R2 = .380$). According to Table 4.22, the performance management predictor that was included in the model was able to account for 38% of the variation in the quality of delivery of services

Table 4.22: Model Summary on performance management and quality service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616[a]	.380	.378	.51195

a. Predictors: (Constant), Performance management

164

The F value of 193.41 in the ANOVA table 4.23, which is significant (p=0.000), indicates the model's validity. In order to explain the variation in the quality of service provided in the Lake Region Economic Bloc, the research model was thus valid. The regression model demonstrated a substantial correlation involving management of performance and the provision of high-quality services.

Table 4.23: Analysis of Variance in performance management and quality service delivery

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.689	1	50.689	193.41	.000[b]
	Residual	82.820	316	.262		
	Total	133.509	317			

a. Dependent Variable: Quality service delivery
b. Predictors: (Constant), Performance management

The performance management β -value exhibited a coefficient that is positive, showing a favorable correlation with the delivery of high-quality services.

A simple regression model of the form;

$$Y= β0 + ß1\ X1 + ε$$

Where; Y is quality service delivery and X1 is performance management. An intercept term is (α). The estimated equation for objective one is;

$Y = 2.314+0.455X_1 + ε$ …………………………….………… Equation 4.2

Where: Y = Quality service delivery, X_1 = performance management, ε = error term

The model's equation 4.2 is used to imply that management of performance and the provision of high-quality services are directly related. Management of performance would enhance quality delivery of services by 0.455 for every unit more. According to Table 4.24, there was a significant relationship between the predicted parameter and the independent component (2 = 0.455; P 0.05).

Table 4.24: Performance management and quality service delivery coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.314	.109		21.260	.000
	Performance management	.455	.033	.616	13.907	.000

a. Dependent Variable: Quality service delivery

In testing this hypothesis, the performance management variable was regressed with the quality delivery of service variable. According to the study's outcomes, management of performance and delivery of services have a substantial positive link ($\beta1=0.455$ and $p=0.000$). Therefore, higher levels of quality service delivery were delivered as a result of improved performance management. The null hypothesis (**Ho2**) was disproved because $p<0.05$. As a result, it was determined that management of performance and the provision of high-quality services were significantly related.

This demonstrated that there is a commensurate boost in the quality of service delivery for each rise in management of performance. This suggests that service delivery and performance management have a highly beneficial link. The results support Abdulkadir's (2012) claim that firms may utilize assessment methods to track the emergence of desired

employee behaviors and mindsets. This supports Ugochukwu's (2012) assertion that performance management is the process of maximizing the results of an organization and services while also configuring and measuring various output areas for its stakeholders. Performance management also has a substantial impact on corporate strategy, training and transfer, career preparation, succession strategy, personal accomplishments, and both organizational and personal achievement.

This result supports Rael and Kiptum's (2017) assertion that there is a strong positive association between the management of work plans and the provision of services by State Corporations. agrees with Chegenye, Mbithi, and Musiega (2015) that despite the correlation data showing a highly significant positive association between performance objective setting and the delivery of services, the hospital's delivery of services was not as high-quality as anticipated. Last but not least, I concur with Omar (2012) that performance contracting increased the delivery of services, improved employee responsibility, and promoted team spirit since it had the potential to encourage workers.

4.10.3 Regression result for career development and quality service delivery

From the model, ($R^2 = .188$) indicated that career development accounts for 18.8% variation in quality service delivery (Table 4.25). The predictor variable (career development) account for 18.8% of service delivery while the remaining 71.2% percent accounts for other factors not put into consideration in the study.

Table 4.25: Model Summary on career development and quality service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433[a]	.188	.185	.58589

a. Predictors: (Constant), Career development

The model from ANOVA table 4.25 has a significant (p=0.000) F value of 72.93. In order to explain the variation in the quality of service provided in the Lake Region Economic Bloc, the study model was thus valid. The regression model demonstrated a substantial correlation involving management of performance and the provision of high-quality services.

Table 4.26: Analysis of Variance in career development and quality service delivery

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.036	1	25.036	72.933	.000[b]
	Residual	108.473	316	.343		
	Total	133.509	317			

a. Dependent Variable: Quality service delivery
b. Predictors: (Constant), Career development

Table 4.27 provides the estimates for the β-value as well as the predictor's contribution to the model. The β-value for career advancement exhibited a positive coefficient, showing a favourable correlation with the provision of high-quality services.

A simple regression model of the form;

$$Y = β0 + ß1\ X1 + ε$$

Where; Y is quality service delivery and X1 is career development. An intercept term is (α). The estimated equation for objective one is;

Y = 2.477+0.390X₁ + ε ……………………………….…………… Equation 4.3

Where: Y = Quality service delivery, X₁ = career development, ε = error term

The model's equation 4.2 is used to imply that management of performance and the provision of high-quality services are directly related. A unit improvement in managing performance would result in a 0.390 increase in quality of services provided. According to Table 4.27, there was a significant relationship between the predicted parameter and the independent component (β3 = 0.390; P 0.05).

Table 4.27: Career development and quality service delivery coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.477	.155		15.942	.000
	Career development	.390	.046	.433	8.540	.000

a. Dependent Variable: Quality service delivery

The career advancement variable and the quality of delivery of services variable were regressed in order to test this hypothesis. According to the study's findings, career advancement and delivery of services have a substantial positive link (1=0.390 and p=0.000). As a result, better service delivery was brought about through increased professional growth. The null hypothesis (Ho3) was disproved because p 0.05. Thus, it was determined that career growth and the provision of high-quality services were significantly related. This demonstrated that there is a proportional rise in the provision of high-quality services for each rise in career development. It is agreed upon by Kakui and Gachunga (2016) that career advancement is a form of methodical planning used to connect employee career ambitions with the organizational demands for corporate careers. Further, career mentoring affects employee performance.

This supports Mwashilla's (2017) assertion that professional planning is an intentional procedure where a person or organization learns about personal skills and develops a strategy to achieve certain career objectives. It opposes determining a person's professional objectives and implementing personnel initiatives to support those goals. This result supports the findings of Oduma and Were (2014) that career promotion, job orientation, career mentorship, and training all positively impacted the performance of workers.

This result agreed with Nyambura and Kamara's (2017) conclusion that development and training programs for mentorship had a strong beneficial impact on staff retention. They came to the conclusion that career development is still a crucial phenomenon worth researching due to its importance in both the public and commercial sectors. Make sure

171

career development methods improve to suit shifting demands as firms continue to advance in this modern era.

This result supports the observations made by Grosseck (2014) and Mabope (2018) that talent development and management strategies for encouraging positive work behaviors should include mentoring, coaching, and regular feedback. Since public goals are more difficult to quantify than private sector goals, Voom et al. (2020) discuss the challenges of evaluating and tracking accomplishments in the public sector as opposed to the private sector. Hussein (2019) further said that good mentoring and training will improve employees' job performance and help them acquire specialized knowledge and abilities. Additionally, coaching and mentoring were essential in sustaining the high standard of delivery of services.

4.10.4 Regression result for competency development and quality service delivery

From the model, ($R^2 = 0.446$) indicated that competency development accounts for 44.6% variation in quality service delivery. According to Table 4.28, the competency development predictor that was employed in the model was able to account for 44.6% of the variation in service delivery quality.

Table 4.28: Model Summary on competency development and quality service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.668[a]	.446	.444	.48399

a. Predictors: (Constant), Competency development

The model from ANOVA table 4.29 has a significant (p=0.000) F value of 253.96. In order to explain the variation in the quality of service provided in the Lake Region Economic Bloc, the study paradigm was therefore valid. The regression model demonstrated a substantial correlation involving the development of competencies and the provision of high-quality services.

Table 4.29: Analysis of Variance in competency development and quality service delivery

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.489	1	59.489	253.961	.000[b]
	Residual	74.021	316	.234		
	Total	133.509	317			

a. Dependent Variable: Quality service delivery
b. Predictors: (Constant), Competency development

Table 4.30 provides the estimates for the β-value as well as the predictor's contribution to the model. The β-value for the development of competencies exhibited a positive coefficient, showing a favourable correlation with the provision of high-quality services.

A simple regression model of the form;

$$Y = \beta 0 + \beta 1\ X1 + \varepsilon$$

Where; Y is quality service delivery and X1 is competency development. An intercept term

is (α). The estimated equation for objective one is;

Y = 1.636+0.579X$_1$ + ϵ …………………………….………… Equation 4.4

Where: Y = Quality service delivery, X$_1$ = competency development, ϵ = error term

Table 4.30: Competency development and quality service delivery coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.137		11.950	.000
	Competency development	.579	.036	.668	15.936	.000

a. Dependent Variable: Quality service delivery

In testing this hypothesis, the competency development variable was regressed with the

quality service delivery variable. The development of competencies and delivery of

services had a very strong positive connection ($\beta1=0.579$, $p=0.000$). As a result, enhanced

delivery of services was achieved with increased competency development. The null

hypothesis (**Ho4**) was disproved because $p< 0.05$.

Delivering high-quality services was significantly correlated with competency growth.

This supports Sule's (2015) assertion that a competent workforce is an organization's most

important resource for gaining a competitive edge. The biggest source of competitive

advantage for a company is its workforce. To fully realize its potential and increase its

value to the company, a holistic procedure must be used to identify the competences necessary to improve service delivery.

The study discovered a beneficial connection between delivery of services and the growth of competencies. The study's results are in agreement with previously examined research. In their 2016 study on staff core competencies and organizational excellence, Puteh, Kaliannan, and Alam found a strong correlation between core competencies and organizational success.

According to the experts, key skills had a significant influence on the provision of services. The findings of Basalamah (2017), who investigated the impact of motivation, aptitude, and personality traits on clerk performance in the city of Makassar, lend credence to the conclusions of the present study. Their findings revealed that employee production was significantly impacted by staff competency, which was a critical component of the positions.

According to Mehlape (2017), development and training programs improve employee talents, skills, and performance. In a similar vein, Hee et al. (2019) concur with Fuente and Bartram (2018) that enhanced service delivery will eventually result from formal and informal staff training activities and programs. Additionally, it agrees with Ngeno (2014) that enhancing employee knowledge and abilities puts them in a better position to provide high-quality goods and services in the most efficient way possible.

In a similar vein, Tshishonga (2021) noted that assistance, training, and development initiatives increased and improved employees' performance capabilities. Therefore, with the right training and development, local government might be made more responsive, responsible, effective, and efficient. The majority of responders had chances for training

and development and were kept under observation, as was the scenario in Gusnadi and Hermawan (2020). They noted that recognizing skill and growth gaps for education and tracking development and training played a crucial role.

4.11 Multiple Hierarchical Regression Analyses

The study's fifth goal was to determine how the workplace environment affected the correlation involving effective administration of human resources practices and the delivery of excellent services in the county governments of the Lake Region Economic Bloc. The researcher utilized moderated multiple regression analysis to test hypotheses five and six by estimating the interaction effect and testing the moderating influence of the workplace on the correlation involving human resource management techniques and high-quality service provision. Step 1 of a six-step hierarchical regression analysis involved several regressions on the four independent variables. Step 2 introduced the moderator variable work environment. Steps 3, 4, 5, and 6 dealt with how the workplace and the four managerial human resources techniques factors interacted.

4.11.1 Model Summary of Interactions

Hierarchical regression model summary results on work environment interaction with human resource management practices and quality service delivery indicated that the four independent variables (competency development, hiring practices, performance management, and career development) explained 52.7% ($R^2 = 0.527$) considering the variation in the provision of quality services, and they were statistically significant, as demonstrated in model 1 as shown in Table 4.31.

Table 4.31: Model Summary

Model	R	R²	Adjusted R²	Std. Error of the Estimate	Change Statistics				
					R² Change	F Change	df1	df2	Sig. F Change
1	.726[a]	.527	.521	.44898	.527	87.326	4	313	.000
2	.842[b]	.709	.704	.35301	.181	194.314	1	312	.000
3	.842[c]	.709	.703	.35358	.000	.001	1	311	.980
4	.842[d]	.709	.703	.35384	.001	.547	1	310	.460
5	.849[e]	.721	.714	.34703	.012	13.276	1	309	.000
6	.863[f]	.745	.738	.33229	.024	29.019	1	308	.000

a. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development
b. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment
c. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP
d. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP, WEPM
e. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP, WEPM, WECD
f. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP, WEPM, WECD, WECCD

The moderator work environment explained only 70.9% ($R^2 = 0.709$) of the variance in the

work environment, resulting in a considerable increased R2 of 0.181 (18.1%) as seen in

model 2. The results of regression analysis showed that competency development, hiring

practices, performance management, career developmentand work environment combined had a significant positive relationship with quality service delivery, as shown in Model 1. The four independent variables explained 70.9% of the variance in quality service delivery.

Model 3 recruiting methods and work environment interactions explained 70.9% (R2 = 0.709) of the variance in quality service delivery, according to model summary interaction results. This resulted in an R2 change of 0.000 (0.0,0%), which was not statistically significant as shown by model 3. Furthermore, the relationship between performance management and work environment accounted for 70.9% (R2 = 0.709) of the variation in the provision of high-quality services. According to model 4, this generated an additional R2 of 0.001 (0.1%) but it was not significant.

The interaction of career development and work environment explained 72.1% (R^2 = 0.721) of the variance in quality service delivery. This contributed an additional R^2 of 0.012 (1.2%), which was significant, as shown in model 5. The interaction of competency development and work environment explained 74.5% (R^2 = 0.745) of the variance in quality service delivery. This contributed an additional R^2 of 0.024 (2.4%), which was significant, as shown in model 6.

4.11.2 ANOVA Results on Interactions

The results given by models 1, 2, 3, 4, 5, and 6 showed high model fit, as stated in Table 4.32, as evidenced by the overall evaluation of significance, which had a p-value of 0.000 (0.05 level of significance). In other words, the independent variables, the moderator, and the four interactions all acted as statistically highly significant predictors of the caliber of the services offered. Models 1 through 6 were therefore appropriate and able to accurately

predict excellent service delivery utilizing the interaction between all four variables that are independent and the workplace.

The model's robustness was evaluated using F-statistics. There is a substantial correlation between these two factors, according to F-statistics (F = 87.326, the p-value <0.001). hiring practices, performance management, career development as well as competency development, and quality service delivery. The model (Model 2) that was produced after the work environment was included in the study was statistically significant (F= 151.871, p-value 0.001), indicating that the work environment is a major predictor of the quality of service delivery.

Table 4.32: ANOVA Results on Interactions

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.414	4	17.603	87.326	.000[b]
	Residual	63.095	313	.202		
	Total	133.509	317			
2	Regression	94.629	5	18.926	151.871	.000[c]
	Residual	38.881	312	.125		
	Total	133.509	317			
3	Regression	94.629	6	15.771	126.154	.000[d]
	Residual	38.880	311	.125		
	Total	133.509	317			
4	Regression	94.697	7	13.528	108.052	.000[e]
	Residual	38.812	310	.125		
	Total	133.509	317			
5	Regression	96.296	8	12.037	99.949	.000[f]
	Residual	37.213	309	.120		
	Total	133.509	317			
6	Regression	99.500	9	11.056	100.124	.000[g]
	Residual	34.009	308	.110		
	Total	**133.509**	**317**			

a. Dependent Variable: Quality service delivery
b. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development
c. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment
d. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP

e. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP, WEPM

f. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP, WEPM, WECD

g. Predictors: (Constant), Competency development, Hiring practices, Performance management, Career development, Work environment, WEHP, WEPM, WECD, WECCD

In the end, after the product terms were included in the evaluation (Model 3), the F-statistics (F = 126.154, p-value< 0.001), (Model 4), (F = 108.052, p-value <0.001), (Model 5) (F = 99.949, p-value 0.001), and (Model 6) (F = 100.124, p-value <0.001) were all generated. Since the model proved statistically significant, it can be concluded that the work environment, factors that are independent, and moderated variables all significantly predict the quality of services provided.

4.11.3 Regression Coefficients of Interactions

The regression coefficients for human resource management practices and quality service delivery indicated that hiring practices (β_1 = 0.170, P =.000), performance management (β_2= 0.171, P =0.000); career development (β_2 = -0.241, P =0.000) and competency development (β = 0.493, P =0.000) were statistically significant as shown in Table 4.33.As a result, the findings of this study complied with the requirements for adding a moderator. Model 2 made it possible to determine with accuracy how much the workplace environment affects the provision of high-quality services. The findings of the hierarchical regression showed that a positive and statistically significant predictor of high-quality service delivery was the work environment (=.687, P=0.000). This demonstrated that the workplace was a moderator since it affected the provision of high-quality services.

The regression coefficients of the interplay between recruiting methods and workplace climate on the provision of high-quality services (-.001, P=.980). According to hypothesis

H05a, there is no moderating effect of the workplace on the link between recruiting procedures and the provision of high-quality services.

The results led to failure to reject the hypothesis **H$_{05a}$**. Therefore, work environment does not moderate the relationship between hiring practices and quality service delivery.

Table 4.33: Regression Coefficients Interactions

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.736	.135		12.845	.000
	Hiring practices	.170	.046	.238	3.667	.000
	Performance management	.171	.047	.232	3.631	.000
	Career development	-.241	.058	-.268	-4.129	.000
	Competency development	.493	.052	.568	9.536	.000
2	(Constant)	.076	.160		.475	.635
	Hiring practices	.093	.037	.130	2.522	.012
	Performance management	.092	.038	.125	2.458	.015
	Career development	-.206	.046	-.228	-4.473	.000
	Competency development	.308	.043	.355	7.209	.000
	Work environment	.687	.049	.548	13.940	.000
3	(Constant)	.064	.495		.129	.897
	Hiring practices	.097	.165	.136	.589	.556
	Performance management	.092	.038	.125	2.405	.017
	Career development	-.206	.046	-.228	-4.456	.000
	Competency development	.308	.043	.355	7.189	.000
	Work environment	.690	.126	.550	5.491	.000
	WEHP	-.001	.037	-.007	-.025	.980
4	(Constant)	-.182	.597		-.305	.760
	Hiring practices	-.109	.324	-.152	-.336	.737
	Performance management	.344	.342	.465	1.004	.316
	Career development	-.199	.047	-.221	-4.233	.000
	Competency development	.299	.045	.344	6.651	.000
	Work environment	.759	.157	.605	4.839	.000
	WEHP	.048	.076	.358	.633	.527
	WEPM	-.062	.083	-.456	-.739	.460
5	(Constant)	1.764	.792		2.226	.027
	Hiring practices	.383	.345	.535	1.111	.268
	Performance management	1.135	.400	1.536	2.838	.005
	Career development	-1.913	.473	-2.125	-4.047	.000
	Competency development	.265	.045	.305	5.888	.000
	Work environment	.290	.201	.231	1.443	.150
	WEHP	-.079	.082	-.590	-.961	.337
	WEPM	-.258	.098	-1.914	-2.638	.009
	WECD	.435	.119	2.805	3.644	.000
6	(Constant)	-1.234	.941		-1.311	.191
	Hiring practices	.622	.333	.868	1.866	.063
	Performance management	.087	.430	.117	.202	.840
	Career development	-2.570	.469	-2.855	-5.482	.000
	Competency development	2.427	.404	2.796	6.012	.000
	Work environment	1.042	.238	.831	4.388	.000
	WEHP	-.131	.079	-.981	-1.658	.098
	WEPM	-.005	.105	-.034	-.044	.965
	WECD	.609	.119	3.927	5.127	.000
	WECCD	-.546	.101	-3.759	-5.387	.000

a. Dependent Variable: Quality service delivery

This proved that the connection between recruiting procedures and the provision of high-quality services was masked by the workplace environment. This supports Bakoti & Babi's (2013) assertion that unfavorable working conditions would cause employees to feel uneasy about the company.

The findings support of Pattni (2018) that a good management style, conducive works environment and rewarding sound system improves staff productivity.

The regression coefficients of interaction between performance management and work environment on quality service delivery ($\beta = -.062$, P $=0.460$). According to hypothesis H05b, there is no moderating effect of the work environment on the correlation involving performance management and providing high-quality services. The results prevented the hypothesis from being rejected. This suggested that there is no moderating effect of the workplace on the correlation involving performance management and the provision of high-quality services. This demonstrated how the workplace mitigated the impact of performance management on the provision of high-quality services. This is in line with Abdullah & Ramay's (2012) assertion that contented workers would perform well and boost organizational performance. Every organization makes an effort to manage the unfavorable workplace circumstances in order to increase productivity.

The regression coefficients of interaction between career development and work environment on quality service delivery ($\beta = 0.435$, P $= 0.000$). Hypothesis H_{05c} stated that the work environment does not moderate the relationship between career development and quality service delivery. The results led to rejecting the hypothesis H_{05c}, therefore work environment moderates the relationship between career development and quality service

delivery. This demonstrated that the association between career growth and the provision of high-quality services is moderated by the work environment.This is in line with the findings of Hakim (2020), who conducted a study to ascertain the influence of reimbursement professional development, workplace atmosphere, and work fulfillment on the commitment of the organization and found that these variables had an important and beneficial effect on commitment within an organization.

The coefficients of regression for the relationship between the development of competencies and the work environment on the provision of high-quality services (= -.546, P=.000). According to hypothesis H05d, the correlation involving the growth of competencies and the provision of high-quality services is moderated by the work environment. The findings lead to the rejection of the null hypothesis H05d; as a consequence, the work environment modifies the correlation involving the growth of competencies and the provision of high-quality services. This demonstrated that the correlation involving the growth of competencies and the provision of high-quality services is moderated by the work environment.

4.12 Summary of Hypothesis Testing

All of the independent variables and moderators from the research were significant in the entire model. The work environment had a substantial positive association with the provision of high-quality services when it was included in the study, as shown in Table 4.34. When the interactions were incorporated into the study, a substantial association between career growth and competency development and quality service delivery was shown in the resultant model. However, the interaction of the work environment with hiring practices and performance management was not significant for quality service delivery.

This showed that the place of work had a substantial moderating effect between career development, competency development, and quality service delivery.

4.12.1 Comparison of the Direct Model and the Indirect Model on basis of regression output

The regression coefficients for methods of managing human resources and quality service delivery indicated that hiring practices ($\beta_1 = 0.170$, P =.000), performance management ($\beta_2 = 0.171$, P =0.000); career development ($\beta_2 = -0.241$, P =0.000) and competency development ($\beta = 0.493$, P =0.000) were statistically significant as shown in Table 4.46. The results of this investigation therefore satisfied the requirements for adding a moderator.

Model 2 made it possible to determine with accuracy how much the workplace environment affects the provision of high-quality services. According to the results of the hierarchical regression, a favorable and statistically important predictor of high-quality service delivery was the work environment (=.687, P=0.000). This demonstrated that the workplace was a moderator since it affected the provision of high-quality services. The work environment had a significant association with the provision of quality services. This supports Orji and Enyiamaka's (2017) assertion that improving the physical conditions at work will improve output, commitment, and service delivery. According to the results of this study, it can be deduced that for the provision of services to be successful, the physical working environment of the personnel must be favorable.

The findings are consistent with Wangechi and Ndeto's (2019) claim that factors in the workplace, including office space and furniture that is appropriate for the task, appropriate tools, and lower noise, light, and temperature, greatly contribute to employee comfort and help increase worker productivity. This agrees with Parthasarathy (2015) discovered that there was a favorable association involving physical conditions at work and performance in the

186

organization, hence it was decided that physical work atmosphere may be utilized to analyze performance of organizations.

The regression coefficients of interaction between hiring practices and work environment on quality service delivery (β -.001, P=.980). According to hypothesis H05a, there is no moderating effect of the work environment on the correlation involving recruiting procedures and the provision of high-quality services. The findings lead to the failure of the hypothesisH05a that the workplace did not regulate the association between recruiting practices and the provision of high-quality services. This proved that there was a barrier between recruiting methods and high-quality service delivery in the workplace. The regression coefficients of interaction between performance management and work environment on quality service delivery (β = -0.062, P =0.460). Hypothesis H_{05b} stated that the work environment does not influence the connection between performance administration and quality service delivery.

The regression coefficients of interaction between career development and work environment on quality service delivery (β = 0.435, P = 0.000). According to hypothesis H05c, the correlation involving career advancement and providing high-quality services is not moderated by the workplace environment. The findings led to the rejection of hypothesis H05c, which claimed that the workplace had a moderating effect on the correlation involving professional advancement and high-quality service provision. This proved that the correlation involving career growth and the provision of high-quality services is moderated by the workplace environment. The regression coefficients of interaction between competency development and work environment on quality service

187

delivery (β = -0.546, P=.000). Hypothesis H_{05d} stated that the work environment moderates the relationship between competency development and quality service delivery. The results led to reject the hypothesis H_{05d} suggesting that the work environment moderates the relationship between competency development and quality service delivery. This demonstrated that the correlation involving the growth of competencies and the provision of high-quality services is moderated by the work environment. This supports Mokaya's (2013) assertion that firms that seek employee job satisfaction must create a supportive work environment. This supports Chebet's (2015) finding that there is a strong correlation between pay/remuneration, management style, training and development for staff, working environment, and increased worker productivity.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Study Findings

An overview of the research findings was from the research objectives and the hypotheses findings.

5.1.1 Relationship between hiring practices and Quality service delivery

The study's main goal was to show a correlation between county governments in the Lake Region Economic Bloc's employment policies and the provision of high-quality services. Using Pearson's moment correlation, it was possible to assess how recruiting procedures affected the delivery of high-quality services. High-quality service delivery and hiring procedures had a small but substantial positive correlation. This suggests that better hiring methods resulted in higher-quality delivery of services.

Hiring practices explained 26% of the difference in the quality of service provided, according to the linear model. (1=0.365 and p=0.000) There was a direct correlation involving hiring procedures and the delivery of high-quality services. This shows that better hiring practices influenced the quality of the services provided. As a consequence, it was discovered that recruiting practices significantly influenced the delivery of high-quality services. This implies that for every positive behavior in hiring practices, the quality of the provision of services improves proportionately.

189

5.1.2 Relationship between performance management and quality service delivery

The second objective of the study was to ascertain how performance management impacted the provision of high-quality services by the county governments in the Lake Region Economic Bloc. The relationship between performance management and the delivery of high-quality services is primarily favorable and barely negative. The provision of high-quality services was enhanced through a performance management strategy that was more precise and efficient.

38% of the variance in the quality of the services was attributed to performance management. The study's findings showed a strong positive correlation involving quality service delivery and performance management (1=0.455 and p=0.000). This suggests that performance and delivery of services management have a highly beneficial link.

5.1.3 Relationship between career development and quality service delivery

The study's third goal was to determine the connection between professional growth and the provision of high-quality services by the county governments in the Lake Region Economic Bloc. The relationship between career development and the provision of high-quality services was determined using Pearson's moment correlation. Career advancement and the provision of high-quality services have a strong positive and a negligible negative association. Correct career development increased, which improved the supply of high-quality services. Career advancement and service provision had a highly significant positive connection (1=0.399 and p=0.000). A boost in the delivery of high-quality services was the outcome of proper career advancement.

5.1.4 Relationship between competency development and quality service delivery

Establishing the correlation involving competency growth and the provision of high-quality services by the Lake Region Economic Bloc County Governments was the study's fourth goal. Pearson's moment correlation established that there was a significant positive and strong relationship between competency development and quality service delivery. A rise in competency development led to an increase in quality service delivery.

Delivering high-quality services was significantly correlated with the development of competencies.

Competencies are quite important inside a business since they allow personnel to comprehend how to carry out jobs properly and how to act in any workplace circumstance with the desired performance so that an organization may fulfill its mandates. According to Mohammed and Muturi (2018), competencies help firms plan, hire, and improve management and staff development. Mohammed & Muturi (2018), Waimea (2014), Matunga, Ngugi & Odhiambo (2021), and others concur that there was a correlation between greater performance in companies and a high degree of personnel competency, particularly in functional competency.

5.1.5 Moderating effect of work environment on the relationship between human resource management practices and quality service delivery

The study's fifth goal was to determine how the workplace environment affected the correlation involving effective management of human resources practices and delivering excellent services in the county governments of the Lake Region Economic Bloc. High-

191

quality service delivery and workplace conditions were positively associated. The correlation involving recruiting methods, performance management, and the provision of quality services was tempered by the workplace environment. This confirmed that work environment moderates the relationship between career developments, competency development and quality service delivery.

There was a substantial favorable association between work environment and the provision of high-quality services after the work environment was taken into account in the research. When the interactions were incorporated into the study, a substantial association between career growth and competency development and quality service delivery was shown in the resultant model. However, the interaction of the work environment with hiring practices and performance management on quality service delivery was not significant. This indicated that work environment had a significant moderating role between career development, competency development and quality service delivery.

The workplace environment is crucial for assuring productivity for workers or performance, thus managers in a company should include their staff more in task organizing and making choices as well as demonstrate care and empathy for them. Therefore, in addition to demonstrating care for their the wellbeing of staff members supervisors should interact with them constantly, especially when it comes to job scheduling and making choices.

5.2 Conclusion from Study Finding

The study found a substantial correlation between recruiting procedures and providing outstanding service.

The study found a substantial favorable association between performance management and the delivery of services.

The study discovered a strong correlation involving professional development and the delivery of top-notch services.

The study discovered a strong correlation involving competency growth and the delivery of high-quality services.

The study found a substantial favorable association between work environment and the provision of high-quality services.

The study concluded that work environment remarkably influences the connection involving career development and competency development with quality service delivery. The interaction of the work environment with hiring practices and performance management was not significant with quality service delivery.

5.3 Implications of the study

The paper offers suggestions for both Theories and Practices were handled. The recommendations given by the study will act as a basis for both the academicians and practitioners in Human Resource management as it aid in filling in the gap identified in the context of assessing the connection between providing excellent service and human resource management techniques such as hiring procedures, management of performance, career growth, and competency advancements in lake region economic bloc governments of counties in Kenya and elsewhere; moderating role of work environment

193

5.3.1 Theoretical Implications for the study

This study examined the linking of management of human resources strategies and the provision of high-quality services in Kenya's Lake Region economic bloc counties. The study's use of the goal-setting and expectancy-based theories of Vroom's was tempered by the workplace. According to Vroom's expectation theory, a person's conduct is shaped by his or her subjective experience of reality rather than an objective reality. The study's results about how the working environment influences the link involving the delivery of services and management of human resources techniques make many contributions to Vroom's expectancy theory. First, the study demonstrates that adhering to the principles of managing human resources techniques will unquestionably have an influence on service delivery, which is the objective truth of the delivery of services. However, given the correlation involving human resources management techniques and the delivery of services, subjective perception among employees is likely to have an impact on reality. Implementing human resources management methods is likely to be either easier or more complex depending on how resources are regarded, for example.

In addition, expectancy theorists acknowledge that decision-making is influenced by human subjectivity. The results of the current study suggest that elements including recruiting procedures, performance management, career development, and competency management influence employee subjectivity. Such elements influence how reality is viewed, which in turn influences how human resources management techniques affect the delivery of services.

According to the idea, a person's behavior is influenced by the actions they do, the results they produce, and the rewards they expect, which in turn shape how they see the world around them. This is crucial for implementing human resources management strategies, which include defined tasks that must be completed within a certain time frame. According to the study, management of human resources best practices will always be followed if managers and supervisors teach employees the value of their job. According to the hypothesis, the impulse or inclination to behave a certain way is influenced by the anticipated results. According to the notion, employees will exert effort on jobs that they feel are doable, worthwhile, and likely to result in rewards. This is consistent with the study's findings and shows that the hypothesis is a good fit for the investigation.

The implication of this theory is that performance/service delivery related work is achieved when there is a clear correlation involving performance/service delivery and good human resources practices.

The human capital theory, whose implication to this study was that it responds to any stock of knowledge, focuses on giving a better understanding of internal characteristics like behaviors, abilities, skills, and experience that employees should possess that results in the delivery of high-quality services. The findings of this study have demonstrated a connection between recruiting, managing performance, professional growth, competency development, work environment, and the quality of service. If the HRM carries out the recruitment and selection, development and training, and performance assessment activities on the correct track, the effectiveness and efficiency of the services supplied to the workers will be increased. These comprise the most important variables that are

195

independent in this research project, and they have shown that the production of the quality of service is done thus well.

It is important to recognize the value of human capital in Kenya's public sector. According to this study, staff training has a significant impact on how services are delivered in Kenya, which helps to create human capital. The conclusion that training requirements form the basis of training of staff members in Kenya is indicative of this. The managers of county government workers should determine where there are training shortages and supply the materials needed for staff training. The majority of training is also oriented on each employee's particular career development, which aids in succession planning. In order to ensure that the business reaches its goals, organizational demands are also taken into consideration during staff training. This is so that it is clear that some tasks have competency and experience gaps.

The capacity of a company to effectively adopt the SERVQUAL model may increase customer satisfaction and brand loyalty. Therefore, the fundamental service quality aspects of responsiveness, tangibility, responsiveness, dependability, empathy, and assurance must be included in practice inside organizational quality models. Additionally, the capacity of public service providers to create and use measures of quality of service while carrying out everyday tasks would significantly enhance subsequent successful client results. Plans for your conduct and trust are part of this. In the current day of the global economy and borderless globe, this good conduct results in the maintenance and improvement of corporate performance.

196

5.3.2 Managerial Implications

The strategic human resource framework outlines the proper implementation of key human resource practices in the Kenyan public sector. It includes, among other things, hiring, work environment, training, and developing a positive company culture. The primary objectives of the strategic framework for public service are to strengthen human resource skills and meet current and future demands of public sector organizations for the provision of effective and efficient services (MPSYGA, 2017).

Practices and policies for hiring and choosing employees should be maintained, and any weak points should be improved and amended. Finding out why greater recruitment screening results in poor public service delivery is necessary, nevertheless. Why individuals are not motivated to perform harder by recruiting and selection procedures. It is important to reevaluate hiring practices to ensure that it is done fairly, on the basis of merit, and in accordance with labor laws and constitutional obligations. Additionally, it should be confirmed that abilities and competence are the foundation of the selection criterion. The degree to which hiring, selection, and recruiting affect the provision of public services should be increased in order to improve the delivery of services. To make it easier to recruit and keep technical and professional workers in particular regions of the country, recruiting and selection criteria should emphasize employee motivation.

The results demonstrated a positive and significant influence on service quality of recruitment, management of performance, career development, competency development, and work environment. The study suggests that the management should think about holding additional training sessions for the relevant HRM staff on successful recruiting, selection,

and hiring, development and training, and performance evaluation. They will be able to lead other workers in delivering high-quality customer service as a result of having more necessary information, skills, and abilities in managing these HRM practices.

The success of the organizations/County Governments depends on the management practices' contribution to the efficient application of human resource management techniques such hiring, performance management, career development, competency development, and work environment. As revealed by the findings of the study that there was a significant positive relationship between hiring practice, performance management, career development, competency development and work environment with quality service delivery.

The report makes recommendations for measures to raise County government service standards. These tactics are for HRM staff who need to hire trustworthy workers through correct recruiting and selection processes as well as significantly taking into account the recommendations by the recruitment firms related to the picked competent persons. This suggests that in order to allow the learning of new skills and build an understanding that is compatible with the continuously changing environment, staff members must possess the requisite competencies that can be strengthened and new capabilities produced via training.

Since employee training has been demonstrated to significantly improve the delivery of public services, it should be maintained. It is important to keep using mentorship, coaching, and in-service training approaches because they support capacity growth while also fostering the development of attitudes and behaviors. They also support talent development and ongoing learning. The requirement for training and its relation to job advancement should be

maintained. Since they facilitate simpler facilitation of work processes, support to management and change administration should continue to be highly supported. Furthermore, as they moderate the delivery of public services, government regulations on staff training have to be maintained. By doing this, the government may invest in staff training in terms of both time and resources and guarantee that the law is respected, so minimizing any political interference that can have a detrimental impact on training at government institutions.

5.4 Contribution of Knowledge

The study's results will have a significant impact on how services are delivered since, in today's world, both workplace management and human resource practices are crucial. The demand for people to get public services that are swift, responsive, high-quality, and more dependable is justified by changing consumer wants and expectations, citizens' shifting tastes and preferences, the advent of technology, and changes in the business environment. This study's goal was to ascertain how the provision of services is affected by various forms of management of human resources. The study defined new links, showing that work environments and human resource management methods have an impact on how county government services are delivered. This instructs the county government's human resources to review its policies for managing human resources and determine if they have an increased influence on the delivery of services.

The research further highlights that when the moderating variable of the work environment is conducive, the better service delivery. New relationships have also emerged where; work environment moderates the relationship between career development and competency development with quality service delivery. The interaction of the work environment with

hiring practices and performance management was not significant with quality service delivery.

It is evident that research holds that staff competency is essential for the efficacy and efficiency of service delivery. Although certain county government departments may not conduct training properly, this does not negate the necessity of training in enhancing service delivery. The strategy framework for human resources in the public service already outlines the majority of the issues found in performance management of public service delivery. However, strategic employee training implementation is inadequately done at the levels of centralization. However, it is abundantly obvious from this study that staff training for the public services transferred to county government has been effectively carried out.

5.5 Recommendations

In addition to making sure that they follow the County human resource policy document when hiring personnel in the counties, the County government should always engage professional groups in their recruitment as well as hiring processes. In order to carry out an efficient recruitment and hiring process, the administration of the County government ought to prevent discrimination and being biased when choosing and employing new employees. They should also ensure that they provide the job descriptions for each specific post in order to draw the right candidates to the position.

The report makes recommendations for the County government to create a workable framework for managing performance that will successfully link the operations of County government departments to their growth objectives.

According to the report, county governments should encourage their personnel to use target setting in order to enhance the quality of their services. Governors should encourage staff to develop clear goals that encourage them to provide better services. To achieve high staff productivity, county governments should provide role clarity in their job descriptions. According to the report, county government administration should make sure that employees are involved in creating performance goals. This will guarantee that staff members are aware of the county governments' aims and objectives as well as the departmental objectives outlined in their performance contracts.

The report also advises county governments to provide training programs for all staff members to increase knowledge of the performance contract goals and meet the established goals. The study suggests that County government management take into account holding seminars and training sessions for the staff as this will assist to develop employee skills, loyalty, and competency, making them more motivated to put in more effort for the success of the organization.

The report also suggests that county government management think about implementing career counseling programs to help staff members maximize their talents and potential and prevent mismatches between personal goals, skills, and employment possibilities. According to the report, County government administration should encourage employee mentorship to position employees for advancement.

According to the report, county governments should give their staff the proper training on human resources management concerns. For improved service delivery, management of competencies should be viewed as a crucial element and result of the management of

strategic human resources. If the county government wanted to offer services by fostering a positive workplace culture, competence management should be a basic human resource strategy.

The research also suggests that county governments choose candidates on the basis of their ability to accomplish work tasks rather than on host community influences in order to ensure that an effective applicant is hired to complete the stated function efficiently.

According to the report, county governments should regularly conduct competency mapping and implement courses to educate employees and maintain their capabilities up to date in accordance with work needs. They should also encourage workforce development, identify skill gaps, and provide employees opportunities to put their talents and abilities to use.

To make sure the goal of influencing the delivery of services is accomplished, work environment practices should also receive more consideration. Their influence on service delivery should also be frequently reevaluated. It is suggested that the county government be extended to accommodate the large number of daily influxes of the general population. This should complement the organizational design, which will enable greater integration of work activities inside a sinstaff,facility. The efficiency, dependability, and upholding of the rule of law in the workplace should all be evaluated.

5.6 Suggested Areas for Further Research

In this study, the work environment served as a moderator to examine the correlation involving county governments in the Lake Region economic bloc's human resource

management methods and the provision of high-quality services. Future research ought to be done in other Economic blocks such as North Rift, Central or Coast and make a comparison with these findings. This research solely addressed the moderating role of the work environment, but future studies should look at its mediating effect and make comparisons. In future studies should also explore other human resource management practices affecting quality service provision in county governments apart from those utilized in this study.

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227

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APPENDICES

APPENDIX I: UNIVERSITY INTRODUCTORY LETTER

KISII UNIVERSITY

Telephone : 020 2610470
Facsimile : 020 2491151
Email : ffcommerce@kisiiuniversity.ac.ke

P. O. Box 408-40200
KISII, KENYA
www.kisiiuniversity.ac.ke

SCHOOL OF BUSINESS AND ECONOMICS

OFFICE OF THE COORDINATOR, POST-GRADUATE PROGRAMMES

Ref: KSU/SBE/DCB/10335/15

Monday, 21st February, 2022

The Director,
National Commission for Science, Technology &
Innovation (NACOSTI)
NAIROBI.

Dear Sir,

**REF: APPLICATION FOR A RESEARCH PERMIT FOR
GORDON ODONGO OLALA REG. NO. DCB/10335/15**

The above named is a PhD student in our institution who intends to carry out a Research. The intended study is titled; **"Relationship between Human Resource Management and Quality Service Delivery in Counties of the Lake Region Economic Bloc: Moderating role of Work Environment.**

The purpose of this letter is to request you to give him a research permit to enable him conduct the research.

Thank you.

Dr. Joshua Wafula, PhD
COORDINATOR, POST-GRADUATE PROGRAMMES

JW/ab

KISII UNIVERSITY IS ISO 9001:2008 CERTIFIED

229

APPENDIX II: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 852485

Date of Issue: 25/February/2022

RESEARCH LICENSE

This is to Certify that Mr.. GORDON OLALA of Kisii University, has been licensed to conduct research in Bomet, Bungoma, Busia, Homabay, Kakamega, Kericho, Kisii, Kisumu, Migori, Nyamira, Siaya, Transnzoia, Vihiga on the topic: RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND QUALITY SERVICE DELIVERY IN LAKE REGION ECONOMIC BLOC COUNTY GOVERNMENTS IN KENYA; MODERATING ROLE OF WORK ENVIRONMENT for the period ending : 25/February/2023.

License No: NACOSTI/P/22/15963

852485

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230

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is Guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014

CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
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231

APPENDIX III: INTRODUCTORY LETTER

Dear Respondent,

I am a PhD student at Kisii University and am working on a project titled "The Moderating Effect of Work Environment on the Relationship between Human Resource Management Practices and Quality Service Delivery in Lake Region Economic Bloc County Governments in Kenya." You have been selected to take part in this survey as a respondent. Please answer these questions truthfully and completely to help me collect data. The provided information will be kept with the strictest confidentiality and is only meant for academic reasons. The survey is fully anonymous, and your participation is completely voluntary. Your assistance in making this study possible would be greatly appreciated.

Thank you.

APPENDIX IIV: QUESTIONNAIRE

Section A: Background Information

1. Kindly indicate your gender: Female () Male ()

2. Kindly indicate your age bracket. 18-30 Years ( ) 31-40 Years ( ) 41-50 Years ( ) 51 –

   60 ( )   61 Years and Above ( )

3. What is your highest educational level? Certificate ( )   Diploma [ ]   First Degree [

   ]   Postgraduate Degree [ ]

4. Kindly state your employment status. Permanent [ ]   Contract [ ]   Casual [ ]

5. Kindly select the duration of your employment with the County government; 5 years

   and below ( ) 6 – 10 years ( ) 11 – 15 years ( ) 16 – 20 years ( ) 21 years and above ( )

Section B: Effect of Hiring Practices on Quality Service Delivery

6. The following are statements on hiring practices in Lake Region Economic Bloc, County Governments. To what extent do you agree with the following statements related to hiring practices using the scale; **1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

		SD	D	N	A	SA
	Hiring Practices	1	2	3	4	5
	Recruitment methods					
1	All vacant positions are advertised and visible to the public					
2	Advertisement for positions follows the established area vacancies in the county government.					
3	Recruitment policy is followed in county government					
4	Short listing of candidates is done professionally					
5	Recruitment of county staff has been satisfactorily done					
	Selection criteria					
1	Selection of candidates after interviews follows the laid down procedures					
2	County government hires staff through an open, free, competitive and objective					
3	County government select the right candidates hence no complains arise based on nepotism, favoritism, bribery and other ills					
	Interview Process					
1	Interviewers are well trained and knowledgeable					
2	Interview panels are well structured					
3	Preliminary screening is conducted for all potential employees					

Section C: Effect of Performance Management on Quality Service Delivery.

7. The following are statements on performance management in Lake Region Economic Bloc, County Governments. To what extent do you agree with the following statements related to performance management using the scale; **1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

		SD	D	N	A	SA
	Performance Management	1	2	3	4	5
	Performance contracting					
1	All employees at the county work are on performance contracts					
2	Performance contracts are renewed only if targets are achieved					
3	On-time service delivery has been made possible by performance standards through performance contracting and target setting.					
4	The performance contract is in use and helps to increase productivity at work.					
	Performance appraisal scores					
1	Performance training is a key factor in improving the caliber of services provided.					
2	Understanding the performance review has been aided by the mentoring process.					
3	Performance appraisal seminars are conducted always.					
4	Information on performance appraisals is disseminated through memos and trainings.					
	Target Setting					
1	The supervisor allocates achievable targets.					
2	The targets set enable me to utilize my knowledge and skills.					
3	The targets are in line with my goals as well as organizational overall goals					
4	Employees are involved in setting targets by their supervisors					
5	Goal-setting and performance criteria have performance indicators established.					

Section D: Influence of Career Development on Quality Service Delivery

8.The following are statements on career development in Lake Region Economic Bloc, County Governments. How much do you concur with each of the following assertions related to career development using the scale; **1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

		SD	D	N	A	SA
	Career Development	1	2	3	4	5
	Career planning					
1	I am in charge of my career and have established my goals.					
2	I have a personal development strategy.					
3	I can effectively manage my career thanks to the county.					
4	Management assist in matching personal goals and opportunities					
	Training					
1	County has well designed training policy					
2	Training budgets and time allotments are adequate.					
3	The offered training programs are pertinent to my professional development.					
4	The training courses hasten my career's advancement in the desired direction.					
5	Every worker receives appropriate training to get ready for upward mobility					
	Coaching and Mentoring					
1	Employee mentoring and coaching is an essential part of the human resources policy in the county					
2	My most recent course enabled me to perform better.					
3	It is done in county to assist the workers in developing and growing					
4	I have excellent mentoring and am prepared to take on more responsibility.					
5	It encourages personnel to take charge of their professional development.					

Section E: Influence of Competency Development on Quality Service Delivery

9.The following are statements on competency development in Lake Region Economic Bloc, County Governments. To what extent do you agree with the following statements related to competency development using the scale; **1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

		SD	D	N	A	SA
	Competency Development	1	2	3	4	5
1	All staff are required to attend training by the county					
2	Training is conducted by consultants to develop employee competencies					
3	Employees find training very useful in skills development					
4	Newly recruited workers are inducted effectively before duty allocation					
5	The county has a mentorship program for staff					
6	Mentorship is conducted for staff who are identified to have a need					
7	Mentorship is outsourced from various professionals					
8	There are more than one training workshops annually					
9	Departments can request workshops for their staff when need arises					
10	I always attend workshops on improving service delivery					
11	There is a policy to govern workshops frequencies					
12	Competency development is linked to upward mobility					

Section F: Work Environment

10'The following are statements on work environment in Lake Region Economic Bloc, County Governments. To what extent do you agree with the following statements related to work environment using the scale; **1 = Strongly Disagree 2 =Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree**

Section G: Quality Service Delivery

APPENDIX V: MAP OF THE STUDY AREA

RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND QUALITY SERVICE DELIVERY IN LAKE REGION ECONOMIC BLOC COUNTY GOVERNMENTS IN KENYA; MODERATING EFFECT OF WORK ENVIRONMENT

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