

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Employee Training and Public Service Delivery of Huduma Centres in Kenya

Faith Mwendu Mutegi

Lecturer, Department of Tourism and Hospitality, Kenya Methodist University, Kenya

Dr. Susan Nzioki

Lecturer, Department of Business and Economics, School of Business and Economics,
Kenya Methodist University, Kenya

George King'oriah

Professor, Department of Land Economics, Technical University of Kenya, Kenya

Abstract:

The study examined whether Huduma centres are a success in eliminating corruption, petty bureaucracy and inefficiency in delivery of services in the public sector. The study sought to establish influence of employee training on public service delivery of Huduma centres in Kenya, and mediating variable of government policies. The study was anchored on servqual model, human capital theory and the new public model. Descriptive research design was used. The target population included branch managers, section supervisors and public customers of all the 52 Huduma centres in Kenya. Multi-stage probability sampling was used. A sample of 46 branch managers and 314 section supervisors were included using simple random sampling method. A total of 360 public customers were sampled using purposeful sampling. The study employed primary and secondary data. Primary data was obtained through self-administered questionnaires. Validity and reliability were determined through use of a pilot study. Secondary data was obtained from reviewing relevant literature and government statistics. Data analysis was done using both descriptive statistics and inferential statistics. Descriptive analysis measured and assessed numerical values of variables such as the mean and standard deviation. Cronbach's alpha measured reliability. Inferential data analysis involved correlation coefficient (r) and multiple linear regression analysis. Study results showed a positive significant low linear association between employee training and public service delivery (PSD). There was a moderate linear association of the mediating relationship between government policies and PSD at 99% confidence level. Hypothesis results show that employee training has significance influence on PSD. Findings also show that, a unit increase in employee training leads to a unit increase in PSD. This shows that employee training practices motivate employees to work more hard. Moreso, government policies have a mediating relationship between employees' training and PSD. The study recommends the government to re-evaluate policies. Moreso, there should be proper implementation and use of human resource practices in Huduma centres so as to increase efficiency in the delivery of public service. Public organisations are urged to use guidelines provided by the strategy for human resources in the public sector, in order to avoid every ministry, from using its own regulations, norms and standards. Further research is recommended on more human resource practices in the public service.

Keywords: Employee training, human capital theory, servqual model, new public management, public service delivery

1. Introduction

Human resource management practice is very vital in service delivery of the public sector in the 21st century. Delivery of services in public sector is undergoing dynamic changes, in regard to human resource management practices globally. These dynamic changes in the public service are caused by globalization and pluralisation of public service provision in public service delivery. Public organisations depend on human resources for delivery of services to the citizens. Human resource practice is the basis of all management activities in an organization. It is through people that human resource strategies and goals of an organization are delivered. However there are growing gaps which have elicited human resource management practices. These gaps make public service delivery to undergo radical changes (Boselie et al., 2019; Knies et al., 2018; Yahiaoui et al., 2015).

Employee training is one of the factors that influence public service delivery in the study. This is because of citizens' demand for quality service delivery has risen because of globalization and developments in information communication technology. This placed strain on human resource development function, which is responsible for shifting organizational cultures and employee attitudes so as to keep up with demands of rapidly changing world. In Kenya, the public service commission is responsible for improving human resource practices and ensuring public service performance quality. The Kenyan constitution allows the public service commission to delegate all of its duties and powers

towards any one or more of its members, or to any officer, in the public sector, authority or body according to Article 234(5) (GoK, 2017).

According to the Kenya human resource development policy for public service (2015), the immediate supervisor of the public service employees are required to have daily meetings with their coworkers in order to determine individual training needs that affect their efficiency. Articles; 10, 27, 54, 55, 56, 232 and chapter 6 in the Kenyan constitution directs strategy, which outlines methods for ensuring employee preparation and capacity building in the public sector. Furthermore, the policy establishes a structure through which decisions about employee training can be made and supported. Employees are encouraged to improve their talents, expertise, and mindset, as well as maximize their potential, so as to meet their own needs in addition to goals in MDAs for which they work.

To provide sufficient services, the public sector requires a skilled workforce, so finding the right applicant for the right job is critical (Maangi & Wambalaba, 2017). Organisations, in this case Huduma centres need to be more equipped with adequate resources of skilled human capital, transformational leadership in the central government and decentralized levels and a strategic roadmap for implementation. This enhances quality and effectiveness of government services which in turn lead to improved public service delivery (Osborne, 2020; Xavier et al., 2015).

Government policy is the mediating variable in this study and it consists of legal frameworks made by the government and is helpful in controlling government situations in a country. These include politics, economic resources, government budgets and government laws. Government policies can bring development, successes and failures in organizations' practices. Organizational growth and performance is dependent on feasible government policies that are created by any institution. Governments are confronted with policy issues that are becoming more nuanced, perverse, and global in nature, rather than plain, linear, and national in scope. The current paradigms for designing and implementing public sector reform are quite static, besides they don't completely include the magnitude or consequences of the reforms, as well as the need to update human resource expertise on public service delivery. As a result, there is always a misalignment between the drive for reforms in the government sector in developing countries as well as the push for private firms' reform in developed countries. This is in light of larger shifts in the nature of government and contemporary public policy approaches based on OECD experience (Alex, 2020).

1.1. Purpose of the Study

- To establish the effect of employee training on public service delivery of Huduma centres in Kenya.
- To determine the mediating effect of government policies on public service delivery of Huduma centres in Kenya

1.2. Problem Statement

Public sector employees have been exposed to habitual corruption which has made organizations weak, systems fail, and employees resist change. This has led to weaknesses that are easily used by dishonest egocentric public workers. Any change to employee practices in the government service has to deal with complicated politics and social contexts in order to succeed. The road to efficient public employees' performance is long, devious and very unpredictable, since it has to undergo many phases to be successful. However there is need for transparency, accountability and efficiency by the public employees in the public institutions in order to create public trust and achieve maximum productivity in the delivery of public services. Politics and lack of commitment and inclusivity of the key stakeholders in public human resources, affect important changes which can take many years to be implemented (Turner, 2017).

Research shows that employee training enhances public service delivery. However, it ignores the inadequacy of employee training and its technicality in predicting the performance of an organization. Employee training is inadequate to provide the types of services needed for national change as conceived in Vision 2030. Government policies are also slow in implementation which leads to poor service delivery standards against best practices (GoK, 2017). However, government policies can interfere with performance of public service delivery due to bureaucracy. This in turn affects negatively, the shared responsibility that help to achieve better delivery of services.

2. Literature Review

2.1. SERVQUAL Model of Service Delivery

The SERVQUAL model was created by Parasuraman, Zeithaml, and Berry as a service quality model metric for service organizations and retailers involved in understanding and assessing service quality. The focus was on the functionality of the product. The disparity between expectation and output is referred to as quality of service. Reliability, responsiveness, competency, accessibility, courteousness, communication, reputation, protection, understanding customer knowledge, and tangibles were defined as ten dimensions for measuring service quality. The ten elements were regrouped into five dimensions. These included reliability, assurance, tangibles, responsiveness as well as empathy (Parasuraman et al, 1988).

Tangibles include things like physical facilities, tools, and the appearance of employees. Reliability refers to a company's ability to deliver on its commitments correctly and consistently. Customer responsiveness refers to the firm's willingness to help customers as well as offer prompt service; assurance is understanding, knowledge and also courtesy that employee has, as well as their ability to motivate faith as well as confidence. Empathy refers to company's helpful and individual attention given to customers. The SERVQUAL model considers service in a wider sense, going far beyond mere customer service. The distinct characteristics of facilities, as opposed to physical goods, were one of the driving forces behind the SERVQUAL model. Intangibility and heterogeneity, for example, render it far more difficult for a company to objectively determine the quality standard than for a producer that can inspect and measure physical products. The

development of this model provided a systematic approach for service enterprises and retailers to assess the set of variables that influence consumers' perceptions in the company's general service quality. The consumer's opinion of the firm's overall delivery and value is referred to as service quality (Parasuraman et al., 1985, 1988).

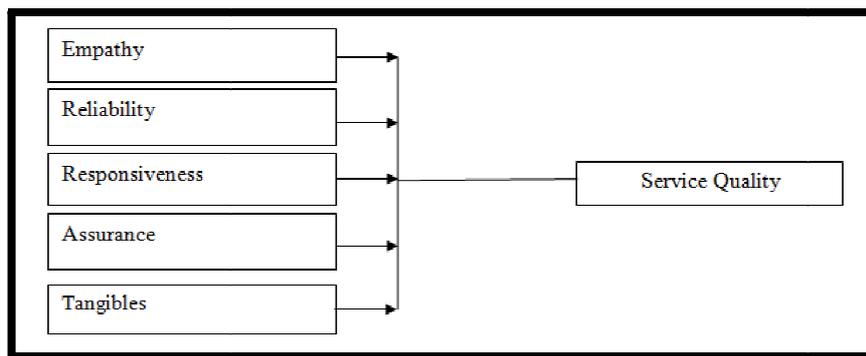


Figure 1: SERVQUAL Model
Source: (Parasuraman Et Al., 1985; 1988)

Focus of the SERVQUAL model is on the relation between the experiences of an individual in relation to their expectations. When a customer's perception or experience of a service falls short of their expectations, it's a sign that the service quality isn't up to the standard. The SERVQUAL model is commendable because it is a true and accurate tool for assessing service quality. Executives of service agencies just need to be aware how SERVQUAL is applied in their specific situation (Churchill & Surprenant, 1982; Mulders, 2019; Parasuraman et al., 1985).

A criticism raised against SERVQUAL was that it used only 22 items and it may not apply in various contexts (Brady et al., 2002; Cronin and Taylor, 1994; Machado et al., 2014). There is, however, a gap in how to measure service quality in accordance with the realistic environment within which the problem is identified. There are currently no perfect models for assessing service quality in various cultures and economies. In addition, most current models have a Western origin, which is incongruous with developing countries' cultural and economic contexts.

The actual dynamism of the practical environment has not been captured by generic models and therefore is limited in use. For the dimension's number and composition, existing service-quality models have been widely criticized. All of these models are pre-defined and do not include any service organizations in specific dimensions. This encourages organizations to create their own models for measurement quality of their services (Afthanorhan et al., 2019; Endeshaw, 2019).

Quality service delivery and responsiveness means being conscious of customers' needs in a timely way. While prompt delivery has both an objective and a subjective component for the service provider and the service customer, the results of the study show that responsiveness is recognized as a different form of responsibility which is important for employees' in order to enhance efficiency of service delivery (Krishnamurthy et al., 2010).

The capability of an organization to suitably implement SERVQUAL model, may enhance satisfaction of the customer and their loyalty in organizations. Therefore, practice within organizational quality models need to incorporate the basic service quality dimensions which consist of; responsiveness, tangibility, responsiveness, reliability, empathy and assurance. Furthermore, ability of providers of public services' to design as well as use service quality dimensions of performing jobs daily will intensely improve successive positive customer outcomes. This includes behavioral plans and trust. This positive behavior leads to maintained and enhanced organizational performance in this era of the global economy and borderless world (Gronroos 2018; Hussain et al., 2015; Hong et al., 2016).

A firm needs to formulate sustainable strategies that will enhance effective and efficient service delivery. Continuous improvement strategy is among the most effective responses to maintaining an organization in the long run. Subsequently, the recommended strategies require an ongoing assessment of performance measurement. A solution to assess measurements of service quality is to evaluate workers in the service. SERVQUAL model is one very important instruments of measuring service quality still used in numerous applications and advancements in the field of service quality (Maghsoodi et al., 2019).

Having a good public service process that perfectly represents the public service system is very important. This ensures that different employees involved in giving the service can comprehend and objectively handle it regardless of their roles or individual perspectives. Moreover, having a service plan also helps solve problems and create thought by identifying areas of potential failure and identifying possibilities for improving customer perception of service quality provision. The process is broken down into tasks and each activity is a processing procedure, inspection, delay, movement or storage established on the current progression (Obeidat et al., 2019; Won & Lee, 2017).

The quality of service is important to performance of any organization. The ability of the customer to have satisfactory experience to some extent depends on the management, the workers offering the services together with the customers who receive the service. Independent opinions decide the quality of service provided, thus the differences in perception of the service delivery. However, there are gaps between expectations and actual provision, as well as between the service provider's and receiver's perceptions of the service (Saleh & Ryan, 1991).

According to Reuss, (1986) services take a more systems-oriented approach, with two segments: procedural and convivial dimensions. Organizations keep processes in place to ensure that consumers receive services on a consistent and reliable basis. As a result, the system allows services to flow in such a way that no aspect of the system becomes overburdened, and the service is delivered at the precise moment that the customer needs it. Furthermore, the service works because it anticipates the needs of the customer, and the service is versatile and willing to meet customer requests. This flexibility requires the system to have both communication and feedback mechanisms and proper supervision. Through each of these procedures the customer will react to the service pleasantness. This is to mean that the customer act in response to the service providers' attitudes, habits, and verbal abilities, body language, and voice tone, professionalism, individualizing the customer's desires, attentiveness, and guidance, which makes the customers know of existing solutions available to him or her, and problem-solving are all examples of pleasant service standards.

According to Lewis, (2015) quality service is the degree to which the delivered service meets or exceeds customer standards. So as to offer quality service, one must meet needs of customers consistently. Gronroos (1982) further argue that customers compare the service they expect with perceptions of received services in weighing quality service. Gronroos (1984) and Gronroos (2001)) identifies the components of services as the functional, image and technical qualities. Therefore it is the same as what was described by Lehtinen and Lehtinen (1991), where there are categories of service into three components of physical (technical) qualities, the interactive service (functional) and the corporate (image) quality. The 'expressive efficiency,' or the pleasantness of the service, is one of the factors that contribute to the best service. Service delivery and customer relations go hand in hand. Therefore identifying the customers' needs helps in saving time during the service delivery. More so, having the knowledge about the services provided is good because it helps reduce involving other workers in the procedures. If there is detailed information of the service by the employee, then it's easier to persuade customers who in turn will have a higher level of confidence throughout the delivery of the service. Automation also allows for the most effective use of information sharing. Recruitment and hiring procedures are done to make sure organization hires the most qualified people for the job. To build a favorable service provision climate, the government must implement a number of positive policies (Limbourg et al., 2016).

There are the rising needs and expectations of customers and therefore service quality and satisfaction are crucial to effective service delivery. Customer expectations are set by existing experience. Customers' exposure to a wide variety of quality and reliable services can also raise the expectation on service delivery and efficiency. The speed with which customers are exposed can influence their expectations on the service delivery offered to them. Nevertheless, the pursuit continues for a more effective and efficiency service delivery quality and its implications in different situations (Desai, 2018; Patra& Dash, 2014).

Kiran& Singh, (2016) posits that most of the service excellence models gauge quality of service by making a comparison with perception of the service that is excellent with expected quality of service that is delivered. Nevertheless none of the models of service quality is suitable in all situations and therefore, it gives the opportunities to the researcher to use the SERVQUAL model which is able to cut across a wider scope of the customer service expectations and public service delivery. In order for the customer to be satisfied, service quality is very important in service delivery.

2.2. Human Capital Theory

Human capital describes the total sum in skills possessed by that of the labor force. These abilities in turn increase productivity of an organization. The more the skills, the more productive the employees become (Goldin, 2016). Schultz (1961) suggested human capital theory, which was later established by Becker (1962). According to the human capital theory, education provides employees with valuable knowledge, and skills that increases their efficiency and income. Becker (1964) makes a distinction between particular and general human resources. Expertise gained in training and education that is unique to a certain firm is referred to as specific human resources ('firm-specific or context-specific' abilities). However, basic 'general skills' are a type of human capital expertise attained through training and education that is useful across the board (e.g., reading and writing). Education is an investment in employees and its output is a practice of capital. Since training becomes ingrained in the individual who receives it, then it's known as human capital.

Human capital, according to Becker (1964), is comparable to 'physical means of development'. Factories and computers are among them. Training is one way to invest in human resources; training and rate of return on human resources has an effect on outputs. As a consequence, human capital is a form of productivity in which increased investment result in higher output. Formal education, according to the theory of human capital, is tremendously advantageous and appropriate for increasing a population's productive capacity. According to human capital theories, a prosperous populace is one that is well-educated.

The theory of human capital focuses on how training boosts employees' performance and production. This is accomplished by increasing intellectual stock of human capability that is economically viable, and is the result of inborn ability as well as investments in workers. Formal training is considered a long-term human capital investment. This is also thought to be as valuable as, if not moreso useful than, physical capital (Woodhall, 2001).

Theory of human capital states that investing in human capital can result in higher economic outputs, but its validity is often difficult to prove and inconsistent. Previously, economic success was primarily based on tangible physical assets including land, factories, and machinery. While labour was a required part, capital equipment investments increased the value of the company. Human capital theory was, in many respects, an unavoidable by product of a century of political economic thinking. The in depth productivity-income assumption was the main component. Human capital together with physical capital seems relatively essential in increasing the productivity of the economy. Therefore, although physical capital investment is market-determined in market economies but HC investment proof suggests that nation

specific forces that determine a country's investment in learning greatly influence development of physical capital as well as output (Breton, 2014).

For more than a century, the belief that income is derived from production has been a fundamental tenet of economics and politics. Wicksteed (1894) and Clark (1895) formalized it in neoclassical theory (2005). Both writers proposed that income distribution was governed by a 'natural law.' Each factor of production will gain its marginal product in a market economy. This was the gradual rise in productivity brought on by an increase in capital/labour input. As a result, if a capitalist made more than a worker, it was because a capitalist earned an extra unit of 'capital' increased production more than just an extra unit of production of labour (Fix 2018).

Strategic human resource management main focus is on investment in human resources. This leads to organizational efficiency. This performance is achieved by using systems and practices whose main aim is to develop and manage an organization's human capital in an employee or in a resource for the unit which helps a firm to create economic value (Becker & Huselid, 2010; Ployhart, 2015).

The strategic human resource framework spells out how various human resource practices in the Kenya public service should be implemented. It involves training, work environment, recruiting, and creating a productive organizational culture, among other aspects of HRM. The principle objective of the strategic framework for public service is to meet current, potential requirements of public sector firms for successful and efficient service delivery, strengthen human resource capability (MPSYGA, 2017).

If policymakers at the national and the regional levels want to boost economic development, they need a human capital plan. This approach should be suitable for the regional context and tailored to it (Diebolt & Hippe 2019). According to Hollenbeck and Jamieson, (2015) identifying, hiring, and retaining workers is an essential function of the human resource management team of every company. In this case the importance of human capital in public service delivery in cannot be underestimated. It is for people and through people that the delivery of public services can be reliable and accurate.

The human and physical capital resources of a country determine its economy's success. Though research in economics has historically concentrated on physical capital, factors influencing the development of human abilities, talent and experience are increasingly appearing in social and behavioural science research. Human capital, in general, refers to the investments individuals make for themselves to improve their economic competitiveness. HC theory is a theoretical paradigm that is mostly responsible for sound implementation of learning and growth policies (Almendarez, 2011). Peers, (2015) posit that knowledge and skills of employees is an important factor in organisational performance. Rigby et al., (2016) adds that human capital in organisational change and adaptation serves paramount role in provision of public services. Reason being observation where workforce that is aligned strategically is an effective weapon dealing with rapid shifts in the economy and shifting demands of the public customer.

Eldor & Harpaz (2016) also demonstrated that employee involvement is related to a learning environment, which promotes extra-role behaviors including information sharing. Eldor and Harpaz, recommend that organisations can use other approaches and elements instead of concentrating solely on the learning environment, consider ethical climates, accountability, openness, and organizational politics. Han et al. (2014) shows forming teams with a diverse range of experiences will help people build social capital which is a form of human capital, and employee creativity.

Human capital is widely regarded as a nation's or organizations most important asset. It is a central skill within businesses and a key factor in determining a company's competitive performance and profitability in today's world. In public sector, there is a HR strategy in Kenya which sets out to ensure that the government invests in employee training to ensure that citizens' needs are delivered in a reliable and efficient way. Organizations need a variety of items to function effectively, but human resources and the way they are handled are the most likely to provide a competitive advantage. Human capital is critical to an individual's job prospects and earning potential, in addition to its importance to a company's performance (Fisher et al., 2003; Fugar et al., 2013).

This idea of employee training is a type of investment with a long-term horizon demonstrational higher return rate and the ability to help achieve significant national goals has been very well put by the Kenya strategic human resource framework for the public service. Through this, human capital idea implies that policies promoting employee training in the public service could help achieve set goals of the government service human resources. Therefore, public sector has a responsibility to provide funding for education, and a right to control employee training. Productivity, economic power, and worldwide competitiveness are all linked to human capital (Holden & Biddle, 2017).

Human capital theory influences training strategies pursued by public service delivery in Africa. The contribution of human capital theory is not viewed in terms of economic development alone, but there is also now clear evidence of modeling investment in employee training. Human capital theory still provides a strong framework and relevance to employee training in public service delivery in Africa. However, with the now demands of the public customer that are increasing daily and the citizens' knowledge and aspirations, the goal of employee learning as a factor in public administration in service delivery cannot be underestimated (Oketch, 2014).

Human capital theory assumes employee training influences productivity of workers. It has influenced economics of people and general public perception of the relationship between work and education since the 1960s. It is generally believed that intellectual development is an example of financial capital, that higher education is job training, and that graduate expectations are primarily determined by education (rather than social background). Human capital theory, on the other hand, fails the realism test due to methodological flaws. This can be seen in the application of a single specific theoretical perspective and closed-system design, the misuse of mathematics methods, including multi-variate evaluation of mutually dependent variables. The dynamic path between diverse education and employment is imposed by human

capital theory as a single input process. It is unable to explain why education increases productivity and why incomes are becoming much more unequal, as well as how status influences productivity (Marginson, 2017).

Human capital theory contends that training and education adds to potential efficiency of employees in organizations. Graduates of any subject are often qualified for work openings, and also the secret to jobs in these positions tends to be graduate's willingness of learning on the job. Giving employees in the public service an opportunity to enhance their training and even attain higher education, it both increases employee's propensity to learn in employment. This makes it easier for employees' to learn on the job. Organizations reap the benefits of the propensity of employees to learn. Learning is by far the most important economic achievement of employee training (Pericles et al., 2014). It is easier to train Huduma centre managers on public service delivery since a majority had achieved higher education. This higher education develops employees' productivity.

However, most organizations including public service delivery organizations, fail to use human skills and abilities in the maximum since they concentrate on task-based methods of execution, for example, rather than designing, equipment operation and deploying competent human capital resources to boost productivity. However, organizations are now aware of the advantages in prioritizing people management as a top priority through being strategic in their human resource practices (Drucker, 2018).

Research discusses how to build value for any company as well as improve its productivity, and several theories have been developed, including one that was discussed by, Armstrong and Landers, (2018) that argued on training as a foundation of building value, that so as to realize this value, employees in the firm should have proper background of education as well as the ability to accept and embrace change while developing new ideas. The innovative effort that drives socio-economic and technological development is driven by innovation, which is mediated by a broad variety of professionals employed in public as well as the private sectors. Short term investments with hopes of long-run gains are needed for innovation. Enhancements to goods and services are obvious signs of progress, but equally critical developments in processes, hierarchies, beliefs and values are less obvious.

Innovation is 'continuous process of learning, going to search, and doing research for findings in new goods, current approaches, new ways of associations, as well as new opportunity markets.' Innovation often is product of simultaneous improvements in different fields, with interrelation and dependency being prominent features. Individual or combined creativity, fueled by dormant responsiveness or adjustments within a firm's organizational framework, can appear as item advancement. When emerging market segments are explored, new products can appear. In either case, item creation is fundamentally linked to process adjustments that require changing existing production lines bringing completely different systems and implementing additional technologies Prepared growth, in general, encourages the creation of new products (Marques, 2014).

According to Marginson, (2017) human capital theory however has the limitation of assuming that employee training determines the productivity of employees and hence determining remuneration. Human capital theory has dominated the policies of public understanding on the relationship between work and education. The human capital theory holds that education is a form of economic capital that furthering education is the foundation for employment, and that education is the primary determinant of employee performance. Furthermore, human capital theory falls short of realism. This is because of the weaknesses in the technique used which is the use of one theoretical lens. Human capital theory foists one single lens in the heterogeneity of education and work. It does not offer a clear explanation on how education increases productivity, why remunerations are becoming more unequal, or the importance of status.

Human capital has value to public service delivery when they train their employees on organizational level factors that benefit the public service in general. Effective and efficient investment in human capital and employee training matter and they have a very big impact on employee productivity which adds to the overall effectiveness of public service delivery. It's important that public service view human capital to be an asset that should be invested. Training that is done to employees contributes to the overall human capital of public service, hence effective service delivery to its citizens. However, most employees training in the public service encompasses at best some basics of the organizations specific training. For example, in the public service, training involves the use of corresponding assets which are specific to the public organizations, or at least a considered choice of the organization. It is important that the government make decisions on training which will have greater effect on enhancing delivery of public services efficiency and effectiveness. Human capital is an intangible asset, and the public service need to have a greater disclosure of information which should be done with attention for monitoring and evaluation (Riley et al., 2017).

The public service needs also to understand the various assumptions about the importance of work in their employees' daily life, resulting in a variety of personalities and behaviors attitudes toward the workers in the workplace. There are emerging challenges faced by organizations as the workforce grows every year. These attitudes and personalities are a central part of human capital since they determine the motivational aspects of employees in their work. Environmental changes force the need for reconsideration in the application of human capital theory in order to understand the necessary boundary conditions and how the public service should evolve to keep pace with a changing workforce. The results show the significance of human capital, as well as encouraging organizational leaders to look for ideas about how to harness together with leveraging human capital for increasing productivity and competitiveness. In turn, the research aids the public service heads so as to comprehend the contingent impact of the business climate on the efficacy of innovation, thus assisting them in contemplating business strategies in various business environments. Worker capability and happiness have such a profound positive outcomes on job performance and this adds to general benefits of human capital theory. Sometimes it's a problem for public sector organizations to try to fit salary awards while innovative organizations are gradually allowing for more elastic remuneration systems (Anderson et al., 2017; Massingham & Tam; 2015; Prajogo & Oke, 2016).

Human resource strategy proposes that a firm-specific human capital, according to human resource management, is foundation for sustainable competitiveness. Workers, on one hand, are often thought to be hesitant to progress in firm-specific capacity and abilities because these investments could be made at the cost of general skill development, lowering their perceived value on the labor market. Employees' investment in firm-specific human capital is critical for value development and appropriation, but global disinvestment in firm-specific skills is believed to exist. Main idea here is the firm's views of what specific capital is, even if it is not accurate, subjective human capital that is specific to a firm may be more critical than the human capital which is objective and specific to a firm in assessing the probability that 'firm-specific' human capital will be basis to sustainable profit (Nyberg & Moliterno, 2019).

The changes made in public service delivery are closely related to strategic human resource practices. Human capital and innovation are intertwined concepts that have a significant effect on the economy of the world. However, in order to obtain this positive effect, some steps should be taken, the first one being to provide employee training into something more realistic and practical, where they can demonstrate their maximum innovative potential. The next step is to give workers more chances to put their ideas into action and refine them. The final move is to eliminate power distance principle from the country's governance in addition, making each citizen feel truly similarly valued as well as also showing their opinions are important as much as others in positions of power. This helps poorly developed nations in achieving maximum economic growth and gaining a competitive edge through its human resources and individual creativity (Alawamleh et al., 2019).

Human capital's worth inside the public service in Kenya cannot be underestimated. This study establishes that employee training highly influences public service delivery in Kenya thus adding to the human capital formation. This is indicated by the determination that employee training in Kenya is based on identified training needs. The supervisors of the employees working in Huduma centres identify the gaps in training and provide the needs required for employee training in the public service. Most of the training is also based on career growth of each individual employee which also helps in succession planning. The organizational needs are also incorporated in employee training in order to make sure organisation meets its mission and targets. This is because it is established that Huduma centres experience skills and competency gaps in some tasks. This include responsiveness to customer's needs, customer service and technology use. In addition, Huduma centres in Kenya were found to have adequate training methods. It was established that mentoring and coaching are done to strengthen talent and continuous learning. This need for continuous learning and continuous growth is spiked by the dynamic and ever changing business environment and the aspiring needs and expectations of the public customer. The public service delivery has also transformed and opens up to offering better, convenient and more effective services to its citizens.

The in-service programs in the Huduma centres were also found to adequately provide behavioural and attitude development for capacity building. This has helped the employees to serve the public customer in a way that is more efficient and effective. In-service programs are also tailor made to individual employee needs, organisational needs and the public customers' needs. Moreover, management support has also facilitated human capital formation in public service delivery in Kenya. This is because management support has played an important role in ensuring that employees are well supported along with necessary skills, knowledge, experience, and equipment to give them the opportunity to dispense their tasks effectively. The employees deployment from their respective ministries has been well coordinated.

Though there is some indifference in the duplication and overlapping of functions in Huduma centres, in the case where different ministries give different directives in the work processes, management has worked hard to ensure that the public customer is served well. The public service management has also provided a human resource strategic implementation framework that serve as a guide to all the public servants in Kenya. This ensures that there is good performance of public employees and also helps to identify the weaknesses and strengths in the human resource practice implementation processes.

Human capital has also been enhanced through the skills and the abilities that employees possess. This is through the management of change from the old processes to the new and more enhanced and public customer-oriented processes. Employee training in Huduma centres enables easier facilitation of change management of work processes. This has been made possible through the in-service programs, mentoring and coaching training methods that have helped in change of employees' behaviours and attitudes. This has enhanced fast and efficient work processes in the service to the public of Huduma centres. Public sector employees have had to switch their attitude from the old inconsiderate, slow and unresponsive public customer approach to the new, more customer oriented, fast and responsive approach towards public service delivery.

2.3. New Public Management Model

The model of new public management (NPM) explains mediating variable of government policies. New public management entails techniques and practices of management derived from management of the private sector. New public management initiatives place a greater focus on public management rather than traditional government administration. New public management is characterised by decentralization of management of government services: the development of autonomous agencies as well as the devolved budgets and financial regulation, the increased use of markets and competitiveness in the public services provision, such as subcontract as well as other market systems, and a greater performance is emphasized, outputs, customer focus, technology advancement, and growing use of consultants of international management. In developing nations, main factors involve lending conditions and a growing focus on good leadership, as well as external influences and structural reform programs (Islam, 2015).

Moreso Bouckaert (2018) postulates that New Public Management involves a significant change in the principles of the way public sector is managed in developed and developing countries in varying degrees. The new agenda for new

public management reform is founded on improving public administration competencies in order to better monitor output based on outcomes. (Islam, 2015) states that changes in new public management have been impacted by external variables such as political, economic, social-cultural, and technological influences.

The impact of economic and fiscal crisis, which triggered a search for increased productivity and ways to minimize the cost of providing public services, has been a common feature of countries embarking on the modern public management route. In the 1990s, some developed and transitional economies used new public management approaches and methods. Nonetheless, the limited understanding of new public management in states with crisis implies that there are structural and other issues that exist and can impose implementation constraints. The ability to handle a network of contracts, the establishment of monitoring and evaluation mechanisms, and the challenging new governance climate are all factors that could hinder implementation capability and capacity concerns (Islam, 2015).

Adoption of NPM posted mixed results in terms of service delivery in diverse sectors of the European public sector. New Public Management got introduced in 1980s to deal with problems relating to a non-productive as well as bureaucratic public service in the United Kingdom (U.K). The result of the adoption of NPM brought about new standards in the public sector; political independence, professionalism and neutrality that informed both the management of human resources and enhanced public service delivery (Lapsley&Knutsson, 2016; Ongaro, 2009).

The success of NPM contributed towards the adoption of balanced score cards and annual star ratings in the delivery of services in public hospitals. New Public Management made a significant contribution in reducing levels of bureaucracy in public health sector under the management of Autonomous Communities in Spain. The adoption of New Public Management led to better management of Human Resources for Health in terms of developing staff capacity resulting to better provision of health services in public hospitals under autonomous communities(Alonso et al., 2014; Dunleavy & Hood, 1994).

Failure to effectively implement new public management adversely influenced the management of personnel both in education and health public sectors ran by the provincial governments of Indonesia. Specifically they contend that ineffective use of NPM resulted to the adverse prevalence of patronage in the human resources, recruitment and selection of which negatively influenced the quality and quantity of service delivery to the citizenry(Minogue et al., 1998). The result of the taking on NPM led to a more effective approach into the management of human resources under provincial governments in South Korea. Additionally, they contend that the effective application of NPM in recruiting, selecting as well as training and developing civil servants, created a sense of accountability leading to an improved delivery of services in public sector at these levels of devolved governance units (Kim & Jae Moon, 2011).

2.4. Empirical Literature

2.4.1. Employee Training

Luballo and Simon, (2017) conducted a study inSiaya county government, on Kenya's HRM practices and service delivery activities.The study shows that human resource practices have a big influence on public service delivery. If human resource managers adopt practices in human resource management that help employees develop their abilities, approaches and conduct, then this will lead to increase in service delivery. Several policies can also be developed based on the study results of HRM practice and how public services are delivered in Kenya.

Luballo and Simon, (2017) add that employee training was proven to be helpful and important in helping to provide services. As a result, HR professionals need to provide their employees with a variety of training. Employees should receive training that is applicable to their careers. Second, it was proposed also that county government develop an appropriate performance system that will successfully match the performance of departments of county government to their growth goals, as performance management has been shown to have a significant impact on service delivery. The study also suggests that county governments create unified performance management framework established on the county administration's scorecard for performance, which should be created by some kind of central authority like governors' council. Human resource managers also should make sure that employee output is assessed using unbiased, measurable results. Third, in terms of selection, there was major impact delivery of services; the study suggests enhancing position of county public service boards will help improve service delivery. Fourth, human resource managers should aim to mainstream contributions of employees' skills, behaviours, and attitudes towards service delivery, were discovered to partly mediate the association of human resource management activities and service delivery. Because of the large variations in social-cultural conditions, the results of this study might not be relevant all administrations in underdeveloped nations with decentralized powers. Since cultures are diverse, it's possible that government structures and human resource management strategies will vary as well.

Chukwuemeka et al., (2017) conducted a research project on strategic role of information communication technology in the Federal university Ndufu-Alike Ikwo and recommended that the government should continue to widen the opportunities provided by ICT in its quest to increase employee productivity by gaining new skills, expertise, and abilities which will invariably enhance worker performance and the success of the organization. Furthermore, there should be well-coordinated ICT education and development programs for both university personnel and students, since this is the best way to provide a pool of qualified workers to drive and fulfil the university's vision, priorities, and objectives by delivering graduates who are ICT competent for the economy of the twenty-first century. This study concentrates more on ICT as the key driver in service delivery not bearing in mind the critical component of human resource management.

Mbugua, (2015) investigated link in human resource management strategic activities and retention of employees in Kenyan commercial banks. The study determined the link between strategic hiring and selecting, and training,

management of performance also the way employees are committed on retention of employees in Kenyan industry of banking. The research established that strategic HRM influenced worker retention.

Mwangi, (2016) conducted a study to see how strategy execution affects the efficiency of manufacturing small and medium businesses. The results of this study show that paying attention to the human resource requirements during strategy execution has an important positive impact on success of manufacturing Kenya's small and medium businesses. The company that provides information and training on critical management issues performs higher. These companies' leaders must be at the forefront of explaining how to execute the new plan and motivating workers through bonuses if the goals are met. Employees must also be given the opportunity to make individual contributions and provide suggestions for improving strategy implementation efforts. Leaders, on the other hand, should align their approach with human resource needs, set goals, and provide timely input. Finally, performance evaluations should be unbiased, and promotions should be based on achievement of goals. A case is also needed in the public sector firms.

Naikuni, (2016) did a study on the Narok county government and it was evident that strategic human resource management practices are required by the county government if they have to improve on their productivity. Findings revealed a connection of staff resourcing with performance that is positively significant. Results also shown that also there exists a weak association between staff resourcing with performance but the association with the factor on performance is very significant. This means that county governments focus on staff resourcing in order to capture the right stock of human talent that will lead to sustained competitive advantage. However, this positive relationship is in only one county out of the 47 counties in Kenya. There is need to find out if the same case applies to the other public firms like the Huduma case in Kenya.

Ali (2017) set out to establish if there was a relation between dimensions of strategic planning and success in Kenya's manufacturing industry. The research focused on the dimensions of strategic planning, impact of participation of management in efficiency. The impact of coordination and integration on productivity, the impact of strategic orientation on performance of the organization, the link between strategic control and performance of the firm, and the moderating impact of firm size on the link between strategic planning and firm success are all explored. The research focused on the dimensions of strategic planning, the impact of participation of management on efficiency. The impact of functional integration on organizational value, the effect of orientation of strategies and organizational effectiveness, the connection between of strategic control and organizational profitability, as well as mediating effects of firm size on the effects of organizational planning and performance in Kenya's manufacturing firms were all investigated. The analysis just looked at the business side of things and ignored the strategic position of human resources and how it was implemented.

Olayo (2018) assessed association between HRM and effectiveness of parastatal in Kenya. The study looked at how hiring and selection, as well as training and development, and perceived corruption influenced the relationship between HRM practices and parastatal performance in Kenya. Descriptive survey design, as well as quantitative and qualitative methodologies, was used in the research. The study focused on the management and employees of Kenyan commercial parastatals. 240 respondents were chosen at random from ten parastatals using the cluster random sampling method. Primary data was gathered through Self-administered questionnaires and interviews. Data was analyzed with SPSS version 23 and descriptive and inferential statistics, as correlation and multiple regression techniques. Human resource management strategies were found to have a considerable favorable impact on parastatal performance. It was discovered that when employee training was implemented, parastatals' performance improved. The study discovered a perceived negative and substantial influence on performance when the moderating variable of perceived corruption was included in the model. As a result, the study suggests that perceived corruption had a statistically significant negative impact on the connection between management practices and parastatal performance. If any success is to be accomplished, top management must support improvements in employee training in order to make human resource management methods effective in the firm.

Makhamara (2017) claims that, strategic human resource management practices influence employee performance which in turn results to service delivery efficiency. To analyze training, the human capital theory was evaluated. The study looked into strategic recruiting and selection, training, employee welfare services, employee voice, reward and compensation system, and employee productivity. The researchers used a descriptive research survey and a cross-sectional survey research technique. In the health sector (hospitals), a total of 1428 permanent personnel in the ranks of senior management, middle management, lower management, and general staff were studied, with 146 being chosen as a sample. The study utilized, basic random sample method. Both primary and secondary data sources were used. Data was collected using questionnaires and interview schedules. SPSS version 22 was utilized for data analysis. The study also used multiple regression. Finally, the study finds recruiting and selection, training of employees, employee welfare services, employee voice and reward systems all have a significant, average, or minor effect on performance of employee. From the findings, its suggested, strategic human resource management approaches be used, implemented, and sensitized to increase employee performance.

Muraga (2015) wanted to see how strategic effectiveness of human resource management methods is influenced in Kenyan parastatals. In Kenya, there is a considerable beneficial correlation between training of employees and parastatal performance. The link between organizational success and strategic human resource management methods has been shown to be explained by public service culture. Staffing, on the other hand, was found to have no meaningful correlation with organizational performance. Managers of human resources must provide diverse training to employees, and policymakers must establish a framework for performance management that successfully relates parastatal performance to goals of national development, and so appropriately link performance of individuals to institutional performance. Both descriptive and explanatory research designs were used in this study to look at human resource skills

and public sector culture. Primary data was collected from 185 employees using self-administered questionnaires from Kenyan parastatals. Descriptive statistics as well as multiple regression analysis were used to analyze the data.

Employee training, according to Wamwayi (2016), is critical for public institution success. Limited funds, on the other hand, have an impact on training costs, making it difficult to maintain and increase service quality. The study also looked at training needs assessment and the impact it has on management personnel' performance. Mode of training, duration of training, training feedback, and the moderating influence of motivation on link between training and performance of employees are among the aspects discovered. The research was qualitative as well as quantitative. Questionnaires were employed, as well as SPSS version 20 and regression analysis. The survey and co-relational design approaches were used in the research. A stratified and purposeful random sampling strategy was used. The study's findings revealed that training needs assessment, training duration, training modality, and training feedback are all important factors to consider. Training needs assessment should be administered to personnel at public universities to assist identify areas of concern and recommend training. Globalization's impact on competitiveness should be recognized. Programs should be well-designed and long enough to allow for adequate evaluation, and employees should receive timely training feedback after attending trainings.

Kisirkoi, (2017) investigated the impact of strategic leadership, planning, adoption of technology, innovativeness, and, ultimately, strategic skills in HR skills on commercial bank competitiveness in Kenya. The findings reveal a link between human resource capabilities and commercial bank competitiveness in Kenya. As a result, commercial banks should strive to continuously improve their strategies in competencies in human resources. This study employed a cross-sectional survey research design. The target audience consisted of Kenya's 43 commercial banks. A census was conducted using questionnaires to capture primary data. The data was analyzed using SPSS software. The findings were presented using descriptive and inferential statistics.

Sang (2015) established an association of HRM practices and labor productivity in public service of Kenya. HRM practices included performance and reward management, recruitment and selection, employee training and development, and the moderating influence of employee engagement on productivity growth. The study employed explanatory research, which is useful in investigations which seek to determine how factors are related. The study population included all state corporations in Kenya, where data was collected using a census method and HR practitioners were targeted. Pilot testing was carried out to determine the validity of the questions and the data's anticipated reliability. Data was collected through questionnaires, which was then analyzed using descriptive and inferential statistics. Statistical software of social sciences was used to analyze quantitative data (SPSS). According to the findings, HRM practices have a favorable impact on worker productivity.

This supports the findings of Maina (2016), who found that in order to raise labor productivity, personal staff skills should be enhanced through training. The human resource development function is critical in matching individual characteristics to job roles and determining if individual characteristics meet job criteria. Individual personality qualities have been demonstrated to be useful in solving challenges as well as enabling performance and excellent career outcomes. As a result, it is suggested that counties discover these characteristics during recruitment and foster them in order to prepare individuals for managerial jobs.

3. Methodology

This study used descriptive research design. The study also used mixed method approach. The target population was all the 52 Huduma centres in Kenya with the 52 branch managers and 1456 supervisors from the Huduma centres in Kenya. 1508 public customers were also included to rate public service delivery. Multistage sampling was used. Multistage sampling is commonly used when there is no sampling frame, and if the population is dispersed over a large area. (Sedgwick, 2015; Chauvet, 2015). To collect data, the researcher used structured self-administered questionnaires. Cronbach's alpha was used to measure reliability. Data was analyzed using SPSS version 20 and presented through descriptive and inferential statistics.

Factors	Cronbach's Alpha	Comment
Employee training	0.915	Accepted
Public service delivery	0.880	Accepted
Government policies	0.729	Accepted

Table 1

The results in table 1 reveal that employee training, public service delivery and the mediating variable of government policies (M) had coefficients above 0.70. Cronbach, (1951) indicated that 0.70 coefficient or higher indicates that the data is highly reliable.

3.1. Respondents Characteristics

There were more female managers and supervisors (57.9%), than male (42.1%) participated in the survey. Majority of the public customers that participated where male (50.4%) and the female were (49.6%). This shows there is a fairly balanced gender from the Huduma centers from which the information was obtained. From the results, it is found out that majority of those who seek the government services in Huduma centers are the youths and the middle aged. Majority of managers and supervisors were educated. Majority of the branch managers were found to earn a basic salary of Kshs. 60,000 and above on average as most have experience and higher education earning a considerable higher net salary as compared to the section supervisors a majority earned a net salary of Kshs. 20,000-39,000.

Employee Training	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
Training is based on the identified training needs	47.0%	40.0%	7.4%	3.3%	2.2%	4.26	0.901
Training methods are adequate and they provide behavior and attitude change	39.5%	45.4%	9.2%	4.4%	1.5%	4.32	2.631
Training is based on career growth	30.7%	40.7%	17.0%	7.8%	3.7%	3.87	1.053
Mentoring and coaching are done to strengthen talent and continuous learning	33.6%	44.4%	12.7%	6.0%	3.4%	3.99	1.003
The in-service programs have adequately brought about development in behaviour and attitude for building capacity in Huduma centres	39.6%	44.9%	10.6%	3.8%	1.1%	4.18	0.851
Huduma Centres experience skills and competency gaps in some tasks	21.6%	41.0%	17.9%	14.9%	4.5%	3.60	1.115
There is duplication and overlapping of functions in Huduma centres	9.8%	14.3%	19.2%	35.3%	21.4%	2.56	1.246
Employee training enables easier facilitation of change management of work processes in Huduma centres	42.8%	44.6%	6.7%	4.1%	1.9%	4.22	0.883
Composite mean and standard deviation						3.875	1.2104

Table 2: The Influence of Employee Training on Public Service Delivery

Source: Survey Data, 2021

The composite standard deviation is 1.2104, and the aggregate mean value is 3.875. This implies that the respondents agreed that employee training influence public service delivery.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
	%	%	%	%	%		
Government policies influence public service delivery in Hudumacentres	1.9	3.4	6.0	45.5	43.2	4.24	0.859
Priorities in political developments influence public service delivery in Hudumacentres	5.3	17.4	20.0	35.5	21.9	3.51	1.165
Economic resources available influence public service delivery in Hudumacentres	1.1	7.9	15.7	41.9	33.3	3.99	0.953
Government budgets influence public service delivery in Hudumacentres	1.5	6.8	7.2	41.1	43.4	4.18	0.940
Laws that define institutional processes influence public service delivery in Hudumacentres	1.5	6.8	12.9	45.8	33.0	4.02	0.933
Composite mean and standard deviation						4.0	0.643

Table 3: The Mediating Effect of Government Policies on Public Service Delivery

Table 3 shows that on average, the respondents agreed that government policies had an influence on public service delivery ($M=4.00$, $SD =0.643$). This is a clear indication that government policies play a critical role in enhancing effectiveness of public service delivery.

Public Service Delivery	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
Services employees deliver are of good quality	39.5	48.2	7.6	4.7	0.0	4.22	0.782
Employees are highly engaged in their work of serving clients satisfactorily	40.6	47.1	7.2	4.7	0.4	4.23	0.806
There is quick response to clients' needs	37.6	39.4	15.3	6.2	1.5	4.05	0.953
location of HudumaCentres is accessible, reliable and convenient to customers	39.9	35.1	13.8	10.1	1.1	4.03	1.021
Services offered in are reliable	40.2	43.5	12.3	3.6	0.4	4.20	0.817
Hudumacentres fully conform and fulfill provisions of constitution and expectations of public	42.5	46.2	8.0	2.9	0.4	4.29	0.762
There is responsiveness to citizens' needs	37.5	52.0	6.9	2.5	1.1	4.22	0.772
There is professionalism in HudumaCentres	46.0	41.2	8.4	3.6	0.7	4.28	0.824
There is respect for rule of law in HudumaCentres	46.0	43.1	6.9	3.6	0.4	4.31	0.784
There is observance of public service values in Hudumacentres	42.5	45.1	8.4	3.3	0.7	4.25	0.803
mean and Standard deviation						4.2	0.8
According to the findings, public service delivery is effective and efficient. This is shown by an aggregate mean of 4.2 and a standard deviation of 0.8							

Table 4: The Influence of Public Service Delivery in HudumaCentres in Kenya

Government Policies	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
	%	%	%	%	%		
Government policies influence public service delivery in Hudumacentres	1.9	3.4	6.0	45.5	43.2	4.24	0.859
Priorities in political developments influence public service delivery in Hudumacentres	5.3	17.4	20.0	35.5	21.9	3.51	1.165
Economic resources available influence public service delivery in Hudumacentres	1.1	7.9	15.7	41.9	33.3	3.99	0.953
Government budgets influence public service delivery in Hudumacentres	1.5	6.8	7.2	41.1	43.4	4.18	0.940
Laws that define institutional processes influence public service delivery in Huduma centre	1.5	6.8	12.9	45.8	33.0	4.02	0.933
Composite mean and standard deviation						4.0	0.643

Table 5: Mediating Effect of Government Policies on Public Service Delivery

Table 5 shows that on average, the respondents agreed that government policies had an influence on public service delivery (M=4.00, SD =0.643). This is a clear indication that government policies play a critical role in enhancing effectiveness of public service delivery.

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.207	.470		4.697	.000		
	ET	.183	.058	.189	3.167	.002	.913	1.096
2	(Constant)	2.061	.393		5.241	.000		
	ET	.168	.048	.173	3.469	.001	.912	1.096
	M	.464	.043	.580	10.881	.000	.799	1.252

a. Dependent Variable: PSD

Table 6: Model Coefficients for Multi Regression Model - Hypothesis Results
Source: Survey Data, 2021

Table 6 shows that in the first model, Employee training (ET); $\beta = 0.183$, $p = 0.002$, is significant at 95% confidence level. In the second model regression analysis was used to investigate the hypothesis that government policies mediate the relationship between employee training and public service delivery. Government policies had significant mediating effect on the relationship between Employee training and PSD. As indicated by $p=0.000$ at 95% confidence level. Therefore the null hypothesis is rejected and it was concluded that employee training has influence on public service delivery of Hudumacentres in Kenya

4. Summary of the Findings

Employee training in Hudumacentres in Kenya is based on the identified training needs. This was shown by 4.26 mean value and 0.901 standard deviation and majority who responded, 47.0% and 40.0% strongly agreeing and agreeing respectively. Hudumacentres in Kenya were found to have adequate training methods and they provide behavior and attitude change as indicated by 4.32 mean of and 2.631 standard deviation. Majority who were branch managers and supervisors of various sections within Hudumacentres agreed that training is based on career growth as shown by 3.87 mean value and 1.053 standard deviation. Majority of those who responded, 71.4% agreed, 17% remained neutral while the rest disagreed. From the research findings, most of the respondents indicated that mentoring and coaching are done to strengthen talent and continuous learning. This was indicated by 3.99 mean value and 1.003 standard deviation. Majority of the respondents agreed in-service programs have adequately provided behavioural and attitude development for capacity building in Huduma centres denoted by a 4.18 mean value as well as a 0.851 standard deviation. Study respondents agreed Huduma centres experience skills and competency gaps in some tasks with 3.60 mean, and standard deviation 1.115. Respondents were indifferent on average as they neither agreed nor disagreed that in Huduma centres there is duplication and overlapping of functions with majority, 56.7% disagreeing. Finally, in Huduma centres, employee training enables easier facilitation of change management of work processes. This was indicated by 4.22 mean value, with

0.883 standard deviation, and most respondents, 87.4% agreeing. The composite mean value is 3.875 and the composite standard deviation is 1.2104. This implies that the respondents agree that employee training influence public service delivery of Huduma centres in Kenya.

Analysis by work designation showed that branch managers and supervisors agreed that employee training adequately has influence on public service delivery with a composite mean of 3.9 and standard deviation of 1.0 for branch managers and mean of 3.8485 and mean of 0.96936 for section supervisors.

5. Government Policies - Summary of the Findings

The findings revealed government policies have mediating influence on public service delivery in Huduma centers with a standard deviation of 0.859 and a mean of 4.24, with majority, 88.7% agreeing. Respondents agreed that priorities in political developments influence public service delivery in Hudumacentres with mean equal to 3.51 as well as standard deviation of 1.165. Third item asked whether economic resources available influence public service delivery in Hudumacentres from which the respondents agreed with a mean equal to 3.99 and a standard deviation of 0.953. The people who responded again agreed that the government budgets did influence public service delivery in Hudumacentres with a mean of 4.18, and a standard deviation of 0.940. Lastly on government policies, the participants were asked whether laws that define institutional processes influenced public service delivery in Hudumacentres. The respondents agreed on average with a mean of 4.02, and a standard deviation of 0.933. The respondents were, on average, in agreement, government policies have a mediating effect on public service delivery with a composite mean equal to 4.00, together with a standard deviation equal to 0.643. This is clear indication that government policies perform extremely important part in facilitating the effectiveness of public service delivery.

The public customer rated dependent variable of public service delivery. Findings show that public service delivery has a mean equal to 4.2 as well as standard deviation of 0.8. This means majority of respondents agreed that there is an effect of strategic HR practices on provision of public services of Kenya's' Hudumacentres.

6. Conclusion

This study concludes the following:

Majority of the respondents agreed that employee training influence public service delivery in Hudumacentres. This was indicated by a total mean of 3.875 as well as a standard deviation equal to 1.2104. Results show employees' training in Hudumacentres in Kenya is based on the identified training needs, adequate training methods that provide behavior and attitude change, and that training is based on career growth. From the research findings, most of the respondents indicated that mentoring and coaching are done to strengthen talent and continuous learning. The respondents agreed that the in-service programs have adequately provided behavioural and attitude development for capacity building in Huduma centres. It was also agreed that Huduma centres experience skills and competency gaps in some tasks. The respondents were indifferent on average as they neither agreed nor disagreed that in Huduma centres there is duplication and overlapping of functions. Finally, in Huduma centres, a majority agreed that employee training enables easier facilitation of change and management of work processes. This implies therefore that employee training is very important and is key to ensuring efficient and effective public service delivery of Hudumacentres in Kenya.

Results of the research reveal, a positive significant low linear relationship exists with a coefficient of correlation equal to 0.254 (statistically significant as $p = 0.000$ with $p \leq 0.01$) of employee training and public service delivery in Kenya's' Hudumacentres. Hypothesis results show that first model, the p value on employee training was significant as it was less than 0.05 ($p = 0.002$ with $p \leq 0.05$). For this reason, there was a rejection of the null hypothesis and it was established that employee training has influence on public service delivery of Hudumacentres in Kenya. This implies that employee training as a strategic human resource practice, has a significance influence on public service delivery in Hudumacentres in Kenya.

Study findings indicated that government policies mediated public service delivery in Huduma centers with a composite mean of 4.00 and a standard deviation of 0.643. The findings also show that priorities in political developments influence public service delivery in Hudumacentres. Furthermore, the economic resources available influence public service delivery in Hudumacentres from which a majority of the respondents agreed. It was also agreed that the government budgets did influence public service delivery in Hudumacentres. Lastly a majority of the respondents agreed that laws that define institutional processes influenced public service delivery in Hudumacentres. Government policies were found to have a positive and statistically significant moderate mediating relationship with public service delivery. This was indicated by a correlation coefficient of 0.594, $p = 0.000$ with $p \leq 0.01$. This is a clear indication that government policies play a very important role in enhancing the effectiveness of public service delivery.

Results of the hypothesis shows that the policies of the government have a significant mediating effect on relationship of employee training and PSD as it was less than 0.05 ($p = 0.001$ with $p \leq 0.05$). Further it was found that government policies did not have significant mediating effect between the relationship of organizational culture, work environment, recruitment and selection and PSD, as indicated by the p values of 0.920 for organizational culture, 0.391 for work environment, 0.340 for recruitment and selection which were greater than 0.05 respectively. However results also revealed that a unit increase in recruitment and selection led to a unit decrease in PSD with $\beta = -0.065$.

7. Recommendations

The study recommends that:

Employee training should be sustained as it is found to have a positive significant relationship with public service delivery. Training methods of mentoring, coaching and in-service programs should be continued since they help in

development of attitude, behavior as well as reinforce capacity building. They also help in strengthening talent and also continuous learning. Training needs and their base on career growth should be sustained. Management support and change management should continue to be highly encouraged since they enhance easier facilitation of work processes. Moreso, the government policies on employee training should be continued since they have a mediating relationship with public service delivery. Through this, the government can investment in employee training on time and resources and ensure that the rule of law is upheld, reducing any kind of politics that can negatively affect training in the government institutions.

Government should add to the policies that might enhance the working efficiency of strategic human resource practices to make them better and stronger. These can be policies on priorities in political developments which should be reexamined to identify those that influence at a greater extent so as to achieve maximum and timely productivity. In addition, political influences like corruption and petty bureaucracy that may hinder effectiveness of the strategic human resource practices should be avoided. Government budgets that take time to be decentralized especially in the counties can be reviewed. Government laws should also be upheld and closely monitored to ensure the right practices are observed. Lastly there should be a robust monitoring and evaluation of policy implementation so that performance gaps can be identified early enough in order to advise policy change and help measure performance of the future process of policy making. There should be inclusive stakeholder participation during the process of making policies as well as putting the policies into practice to ensure they are inclusive and well crafted.

8. References

- i. Afthanorhan, A., Awang, Z., Rashid, N., Mohammed, N. F., & Ghazali, P. (2019). Assessing the Effects of Service Quality on Customer Satisfaction. *Management Science Letters*, 9, 13-24. <https://doi.org/10.5267/j.msl.2018.11.004>
- ii. Alemayehu, T., & Deressa, B. (2019). Assessment of Recruitment and Selection Practices in Ambo Town. *International Journal of Research in Business Studies and Management*, 6(5), 42-56. <https://www.ijrbsm.org/papers/v6-i5/5.pdf>
- iii. Alex A. A. (2020). Government Policies' Mediating Influence on the Relationship between Knowledge Management Practices (KMPs') and Sustainability of Sugar Companies in Kenya. *IOSR Journal of Business and Management (IOSR-JBM)*, 22(2), 38-62. DOI: 10.9790/487X-2202043862
- iv. Ali, M. J. (2017). *Effect of Firm Size on the Relationship between Strategic Planning Dimensions and Performance of Manufacturing Firms in Kenya*. Jomo Kenyatta University of Science and Technology.
- v. Almendarez L. (2011). *Human Capital Theory: Implications for Educational Development*. <https://www.open.uwi.edu/sites/default/files/bnccde/belize/conference/papers2010/almendarez.html>
- vi. Alonso, J. M., Clifton, J., & Díaz-Fuentes, D. (2014). The Impact of New Public Management on Efficiency: An Analysis of Madrid's hospitals. *Health Policy*, 8. <http://dx.doi.org/10.1016/j.healthpol.2014.12.001>
- vii. Anderson, H. J., Baur, J. E., Griffith, J. A., & Buckley, M. R. (2017). What works for you may not work for (Gen) Me: Limitations of present leadership theories for the new generation. *The Leadership Quarterly*, 28(1), 245-260. <https://doi.org/10.1016/j.leaqua.2016.08.001>
- viii. Armstrong, M. B., & Landers, R. N. (2018). Gamification of Employee Training and Development. *International Journal of Training and Development*, 22(2), 162-169. <https://doi.org/10.1111/ijtd.12124>
- ix. Becker, B. E., & Huselid, M. A. (2010). SHRM and job design: Narrowing the divide. *Journal of Organizational Behavior*, 31(2-3), 379-388. <https://doi.org/10.1002/job.640>
- x. Becker, G. S. (1964). *Human Capital* (2nd ed.). Columbia University Press, New York. <https://www.nber.org/books-and-chapters/human-capital-theoretical-and-empirical-analysis-special-reference-education-first-edition>
- xi. Becker, G. S. (1962). Investment in human capital: A theoretical analysis. *Journal of Political Economy*, 70(5, Part 2), 9-49. <https://doi.org/10.1086/258724>
- xii. Boselie, P., Van Harten, J., & Veld, M. (2019). A Human Resource Management Review on Public Management and Public Administration Research: Stop right there...before we go any further.... *Public Management Review*, 23(4), 483-500. <https://doi.org/10.1080/14719037.2019.1695880>
- xiii. Bouckaert, G. (2018). Christopher Pollitt: Walking his talk, talking his walk. *Public Administration*, 96(3), 431-432. <https://doi.org/10.1111/padm.12538>
- xiv. Brady, M. K., Cronin, J., & Brand, R. R. (2002). Performance-only Measurement of Service Quality: A Replication and Extension. *Journal of Business Research*, 55(1), 17-31. [https://doi.org/10.1016/s0148-2963\(00\)00171-5](https://doi.org/10.1016/s0148-2963(00)00171-5)
- xv. Breton, T. R. (2014). A Human Capital Theory of Growth: New Evidence for an Old Idea. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2456903>
- xvi. Chauvet, G. (2015). Coupling Methods for Multistage Sampling. *The Annals of Statistics*, 43(6), 2484-2506. <https://doi.org/10.1214/15-aos1348>
- xvii. Chukwuemeka, E. E., Ubochi, E. I., & Okechukwu, E. U. (2017). Effect of E-Government on Service Delivery in Federal University Ndufualikelkwo, Ebodnyi State. *Review of Public Administration and Management*, 05(01). <https://doi.org/10.4172/2315-7844.1000203>
- xviii. Churchill, G. A., & Surprenant, C. (1982). An Investigation into the Determinants of Customer Satisfaction. *Journal of Marketing Research*, 19(4), 491. <https://doi.org/10.2307/3151722>
- xix. Clark, J. B. (1895). The Gold Standard of Currency in the Light of Recent Theory. *Political Science Quarterly*, 10(3), 389. <https://doi.org/10.2307/2139952>

- xx. Clark, J. B. (2005). *The Distribution of Wealth: A Theory of Wages, Interest, and Profits*. Cosimo.
- xxi. *The Constitution of Kenya, 2010*. (2010). National Council for Law Reporting with the Authority of the Attorney-General. <http://extwprlegs1.fao.org/docs/pdf/ken127322.pdf>
- xxii. Cronbach, L. J. (1951). Coefficient Alpha and the Internal Structure of Tests. *Psychometrika*, 16(3), 297-334. <https://doi.org/10.1007/BF02310555>
- xxiii. Cronin, J. J., & Taylor, S. A. (1994). Servperf versus SERVQUAL: Reconciling Performance-based and Perceptions-minus-Expectations Measurement of Service Quality. *Journal of Marketing*, 58(1), 125. <https://doi.org/10.2307/1252256>
- xxiv. Desai, S. B. (2018). Service Quality Servqual. *Journal of Advances and Scholarly Researches in Allied Education*, 15(6), 169-173. <https://doi.org/10.29070/15/57744>
- xxv. DieboltC., & Hippe R. (2019). The Long-Run Impact of Human Capital on Innovation and Economic Development in the Regions of Europe. *Applied Economics*, 51(5), 542-563. <https://doi.org/10.1080/00036846.2018.1495820>
- xxvi. Drucker, P. (2018). *The Daily Drucker*. Routledge.
- xxvii. Dunleavy, P., & Hood, C. (1994). From Old Public Administration to New Public Management. *Public Money & Management*, 14(3), 9-16. <https://doi.org/10.1080/09540969409387823>
- xxviii. EldorL., & Harpaz I. (2016). A Process Model of Employee Engagement: The Learning Climate and it's Role with Extra-Role Performance Behaviors. *Journal of Organizational Behaviour*, 37(2), 213-35. <https://doi.org/10.1002/job.2037>
- xxix. *Employment Act CAP 226*. (2012). National Council for Law Reporting. https://kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/EmploymentAct_Cap226-No11of2007_01.pdf
- xxx. Endeshaw, B. (2019). A Review on the Existing Service Quality Measurement Models. *Science Journal of Business and Management*, 7(4), 87. <https://doi.org/10.11648/j.sjbm.20190704.13>
- xxxi. Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (2003). *Human Resource Management* (5th ed.). Houghton Mifflin Co., New York.
- xxxii. Fugar, F. D., Ashiboe-Mensah, N. A., & Adinyira, E. (2013). Human Capital Theory: Implications for the Ghanaian Construction Industry Development. *Journal of Construction Project Management and Innovation*, 3(1), 464-479. https://www.researchgate.net/publication/341078073_Human_Capital_Theory_Implications_For_The_Ghanai_an_Construction_Industry_Development
- xxxiii. Goldin C. D. (2016). *Human Capital*. DASH Home. <https://dash.harvard.edu/handle/1/34309590>
- xxxiv. Government of Kenya. (2008). Kenya Vision 2030 | Kenya Vision 2030. <https://vision2030.go.ke/>
- xxxv. Government of Kenya, 2007. (2007). *Kenya Vision 2030*. <http://vision2030.go.ke/wp-content/uploads/2018/05/Vision-2030-Popular-Version.pdf>
- xxxvi. Government of Kenya. (2017). *Guidelines on Managing Training in the Public Service*. Public Service Commission. <https://www.publicservice.co.ke>
- xxxvii. Grönroos, C. (1982). An Applied Service Marketing Theory. *European Journal of Marketing*, 16(7), 30-41. <https://doi.org/10.1108/eum000000004859>
- xxxviii. Grönroos, C. (1984). A Service Quality Model and its Marketing Implications. *European Journal of Marketing*, 18(4), 36-44. <https://doi.org/10.1108/eum000000004784>
- xxxix. Grönroos, C. (2001). The Perceived Service Quality Concept - A Mistake? *Managing Service Quality: An International Journal*, 11(3), 150-152. <https://doi.org/10.1108/09604520110393386>
- xl. Grönroos, C. (2018). Reforming Public Services: Does Service Logic have anything to Offer? *Public Management Review*, 21(5), 775-788. <https://doi.org/10.1080/14719037.2018.1529879>
- xli. Han, J., Han, J., & Brass, D. J. (2014). Human Capital Diversity in the Creation of Social Capital for Team Creativity. *Journal of Organizational Behavior*, 35(1), 54-71. <https://doi.org/10.1002/job.1853>
- xl.ii. Holden, L., & Biddle, J. (2017). The Introduction of Human Capital Theory into Education Policy in the United States. *History of Political Economy*, 49(4), 537-574. <https://doi.org/10.1215/00182702-4296305>
- xl.iii. Hollenbeck, J. R., & Jamieson, B. B. (2015). Human Capital, Social Capital, and Social Network Analysis: Implications for Strategic Human Resource Management. *Academy of Management Perspectives*, 29(3), 370-385. <https://doi.org/10.5465/amp.2014.0140>
- xl.ii. Hong, Y., Jiang, Y., Liao, H., & Sturman, M. C. (2016). High Performance Work Systems for Service Quality: Boundary Conditions and Influence Processes. *Human Resource Management*, 56(5), 747-767. <https://doi.org/10.1002/hrm.21801>
- xl.v. *Huduma Kenya*. (2018). Huduma Kenya. <https://www.hudumakenya.go.ke/huduma-kenya/centres>
- xl.vi. Hussain, R., Al Nasser, A., & Hussain, Y. K. (2015). Service Quality and Customer Satisfaction of a UAE-Based Airline: An Empirical Investigation. *Journal of Air Transport Management*, 42, 167-175. <https://doi.org/10.1016/j.jairtraman.2014.10.001>
- xl.vii. Islam, F. (2015). New Public Management (NPM): A Dominating Paradigm in Public Sectors. *African Journal of Political Science and International Relations*, 9(4), 141-151. DOI: 10.5897/AJPSIR2015.0775
- xl.viii. Kim, P. S., & Moon, M. J. (2011). Current Public Sector Reform in Korea: New Public Management in Practice. *Journal of Comparative Asian Development*, 1(1), 49-70. <https://doi.org/10.1080/15339114.2002.9678349>
- xl.ix. Kiran, D., & Singh, A. (2016). Service Quality Models: A Gap Study. *Business and Economic Research*, 6(1), 464. <https://doi.org/10.5296/ber.v6i1.9636>

- i. Kisirkoi, S. O. (2017). *Strategic Factors Influencing Competitiveness of Commercial Banks in Kenya*. Jomo Kenyatta University of Science and Technology. <http://ir.jkuat.ac.ke/handle/123456789/3414>
- ii. Knies, E., Boselie, P., Gould-Williams, J., &Vandenabeele, W. (2018). Strategic Human Resource Management and Public Sector Performance: Context Matters. *The International Journal of Human Resource Management*, 1-13. <https://doi.org/10.1080/09585192.2017.1407088>
- iii. Krishnamurthy, R., B, T. M., SivaKumar, K. A., &Sellamuthu, P. (2010). Influence of Service Quality on Customer Satisfaction: Application of Servqual Model. *International Journal of Business and Management*, 5(4), 117-124. <https://doi.org/10.5539/ijbm.v5n4p117>
- iiii. Lapsley, I., &Knutsson, H. (2016). *Modernizing the Public Sector: Scandinavian Perspectives*. Taylor & Francis.
- liv. Lehtinen, U., & Lehtinen, J. R. (1991). Two Approaches to Service Quality Dimensions. *The Service Industries Journal*, 11(3), 287-303. <https://doi.org/10.1080/02642069100000047>
- lv. Leithy, W. E. (2017). Organizational Culture and Organizational Performance. *International Journal of Economics & Management Sciences*, 06(04), 1-6. <https://doi.org/10.4172/2162-6359.1000442>
- lvi. Lewis, B. R. (2015). Service Quality Gaps. *Wiley Encyclopedia of Management*, 1-3. <https://doi.org/10.1002/9781118785317.weom090649>
- lvii. Limbourg, S., Giang, H. T., & Cools, M. (2016). Logistics Service Quality: The Case of Da Nang City. *Procedia Engineering*, 142, 124-130. <https://doi.org/10.1016/j.proeng.2016.02.022>
- lviii. Luballo, W. O., & Simon, K. S. (2017). Human Resource Management Practices and Service Delivery in County Government of Siaya, Kenya. *International Journal of Current Aspects in Human Resource Management*, 1(1), 95-113. <http://www.ijcab.org/journals>
- lix. Machado, M., Ribera, A., & Baste, M. (2014). An Empirical Assessment of Customer Satisfaction and Quality of Service: Comparing Servqual and Servperf. *Revisit Gestapo Industrial*, 10(2), 264-283. <https://doi.org/10.3895/s1808-04482014000200002>
- lx. Maghsoodi, A. I., Slagheap, A., &Hafezalkotob, A. (2019). Service Quality Measurement Model Integrating an Extended SERVQUAL Model and a Hybrid Decision Support System. *European Research on Management and Business Economics*, 25(3), 151-164. <https://doi.org/10.1016/j.iemeen.2019.04.004>
- lxi. Maina, R. A. (2016). *Effect of Transformational Stewardship on Service Delivery by County Governments in Kenya*. Jomo Kenyatta University of Science and Technology.
- lxii. Makhmara, F. H. (2017). *Influence of Strategic Human Resource Management Practices on Employee Performance in Level Five Public Hospitals in Kenya*. Jomo Kenyatta University of Science and Technology. <http://ir.jkuat.ac.ke/handle/123456789/3437>
- lxiii. Marginson, S. (2017). Limitations of Human Capital Theory. *Studies in Higher Education*, 44(2), 287-301. <https://doi.org/10.1080/03075079.2017.1359823>
- lxiv. Marques, J. P. (2014). Closed Versus Open Innovation: Evolution or Combination? *International Journal of Business and Management*, 9(3), 196-203. <https://doi.org/10.5539/ijbm.v9n3p196>
- lxv. Massingham, P. R., & Tam, L. (2015). The Relationship between Human Capital, Value Creation and Employee Reward. *Journal of Intellectual Capital*, 16(2), 390-418. <https://doi.org/10.1108/jic-06-2014-0075>
- lxvi. Mbugua, G. M. (2015). Relationship between Strategic Human Resource Management practices and Employee Retention in Commercial Banks in Kenya. Jomo Kenyatta University of Science and Technology. <http://ir.jkuat.ac.ke/handle/123456789/1715>
- lxvii. Ministry of Labour, Social Security and Services. (2013). *Employment Policy and Strategy for Kenya*. <https://nea.go.ke/web/wp-content/uploads/2020/03/Sessional-Paper-No.-4-On-Employment-Policy-And-Strategy-For-Kenya.pdf>
- lxviii. *Ministry of Labour and Social Protection Strategic Plan 2018-2022*. (2018). <https://labour.go.ke>
- lxix. Ministry of Public Service, Youth and Gender Affairs. (2017). *Public Service Transformation Framework*. <http://psyg.go.ke/docs/Public%20service%20transformation%20framework.Pdf>
- lxx. Minogue, M., Polidano, C., &Hulme, D. (1998). *Beyond the New Public Management: Changing Ideas and Practices in Governance*. Edward Elgar Pub.
- lxxi. *MPSYGA (2017) Human Resource Strategy Framework for the Public Service 2017*. Kenya e-Repository. <https://academia-ke.org/library/download/mpsyga-human-resource-strategy-framework-for-the-public-service-2017/>
- lxxii. Mulders, M. (2019). Servqual. *101 Management Models*, 302-304. <https://doi.org/10.4324/9781003022022-83>
- lxxiii. Muraga, K. D. (2015). *Strategic Human Resource Management Practices and Performance of Parastatals in Kenya*. Kenyatta University. <https://ir-library.ku.ac.ke/handle/123456789/14238>
- lxxiv. Mwangi, E. N., &Gachunga, H. (2016). Influence of Career Development on Service Delivery in the Public Sector. *The Strategic Journal of Business & Change Management*, 3(4), 320-340. <http://strategicjournals.com/index.php/journal/article/view/327>
- lxxv. Mwangi, P. K. (2016). *Influence of Strategy Implementation on the Performance of Manufacturing Small and Medium Firms in Kenya* Jomo Kenyatta University of Agriculture and Technology. <http://ir.jkuat.ac.ke/handle/123456789/2350>
- lxxvi. Naikuni, D. M. (2017). Contribution of Strategic Human Resource Management Practices in Achieving Institutional Performance in Kenya: Narok County Government Perspective. Jomo Kenyatta University of Agriculture and Technology. <http://ir.jkuat.ac.ke/handle/123456789/2422>

- lxxvii. Nyberg, A. J., & Moliterno, T. P. (2019). *Handbook of Research on Strategic Human Capital Resources*. Edward Elgar Publishing.
- lxxviii. Nzioki, S. C. (2013). *Cross-Cultural Diversity and Knowledge Management: A Strategic Human Resource Perspective of Kenya Homegrown Multinationals in East Africa*. Kenya Methodist University.
- lxxix. Obeidat, B., Tawalbeh, H. F., Masa'deh, R., & Akour, M. A. (2019). Reviewing the Literature among Human Resource Management (HRM) Practices, Total Quality Management (TQM) Practices and Competitive Advantages. *Journal of Social Sciences (COES&RJ-JSS)*, 8(2), 327-358. <https://doi.org/10.25255/jss.2019.8.2.327.358>
- lxxx. Oketch, M. (2014). Human Capital Theory and Educational Policy Strategies in Sub-Saharan Africa: A Retrospective Overview. *International Journal of Educational Development in Africa*, 1(1), 96-107. <https://doi.org/10.25159/2312-3540/48>
- lxxxii. Olayo, J. O. (2018). *Effect Of Perceived Human Resource Management Practices on Performance of Parastatals in Kenya: A Case of Commercial Parastatals in Kenya*. Jomo Kenyatta University of Agriculture and Technology. <http://ir.jkuat.ac.ke/bitstream/handle/123456789/4603/>
- lxxxiii. Ongaro, E. (2009). *Public Management Reform and Modernization: Trajectories of Administrative Change in Italy, France, Greece, Portugal and Spain*. Edward Elgar Publishing.
- lxxxiiii. Osborne, S. P. (2020). Reforming Public Service Delivery – Successes and Failures. *Public Service Logic*, 1-27. <https://doi.org/10.4324/9781003009153-1>
- lxxxv. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and its Implications for Future Research. *Journal of Marketing*, 49(4), 41. <https://doi.org/10.2307/1251430>
- lxxxvi. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual instrument. *PsycTESTS Dataset*. <https://doi.org/10.1037/t09264-000>
- lxxxvii. Patra, S. K., & Dash, A. (2014). Service Quality and Customer Satisfaction: An Empirical Investigation on Public Sector Banks in Odisha. *Journal of Research in Marketing*, 2(1), 113. <https://doi.org/10.17722/jorm.v2i1.37>
- lxxxviii. Peers, C. (2015). What is 'Human' in Human Capital Theory? Marking a Transition from Industrial to Post Industrial Education. *Open Review of Educational Research*, 2(1), 55-77. <https://doi.org/10.1080/23265507.2014.996767>
- lxxxix. Pericles, A. R., Greener, S., Bourner, T., & Sheehan, M. (2014). Human Capital or Signaling, Unpacking the Graduate Premium. *International Journal of Social Economics*, 41(5), 420-432. <https://doi.org/10.1108/ijse-03-2013-0056>
- lxxxix. Ployhart, R. E. (2015). Strategic Organizational Behavior (STROBE): The Missing Voice in the Strategic Human Capital Conversation. *Academy of Management Perspectives*, 29(3), 342-356. <https://doi.org/10.5465/amp.2014.0145>
- xc. Prajogo, D. I., & Oke, A. (2016). Human Capital, Service Innovation Advantage, and Business Performance. *International Journal of Operations & Production Management*, 36(9), 974-994. <https://doi.org/10.1108/ijopm-11-2014-0537>
- xcii. Reuss, M. (1986). Review. *The Public Historian*, 8(3), 99-101. <https://doi.org/10.2307/3377715>
- xciii. Rigby D. K., Sutherland J., & Takeuch H. (2016). Embracing agile. *Harvard Business Review*, 94(5), 40-50. <https://hbr.org/2016/05/embracing-agile>
- xciv. Riley, S. M., Michael, S. C., & Mahoney, J. T. (2017). Human Capital Matters: Market Valuation of Firm Investments in Training and the Role of Complementary Assets. *Strategic Management Journal*, 38(9), 1895-1914. <https://doi.org/10.1002/smj.2631>
- xcv. Saleh, F., & Ryan, C. (1991). Analysing Service Quality in the Hospitality Industry Using the SERVQUAL Model. *The Service Industries Journal*, 11(3), 324-345. <https://doi.org/10.1080/02642069100000049>
- xcvi. Sang, H. W. (2015). *The Relationship between Human Resource Management Practices and Labour Productivity in State Corporations in Kenya*. Jomo Kenyatta University of Agriculture and Technology. <http://ir.jkuat.ac.ke/handle/123456789/1709>
- xcvii. Schultz T. (1961). Investment in Human Beings. *Journal of Political Economy*, 51(1), 1-17. <http://www.jstor.org/stable/1818907>
- xcviii. Sedgwick, P. (2015). Multistage Sampling. *BMJ*, 351, h4155. <https://doi.org/10.1136/bmj.h4155>
- xcviii. Turner, B. (2017). *The Statesman's Yearbook 2016: The Politics, Cultures and Economies of the World*. Macmillan Publishers Ltd. <https://doi.org/10.1007/978-1-349-57823-8>
- xcix. Wamwayi, K. S. (2016). *Influence of Training on the Performance of Non-Teaching Employees at Management Level in Selected Public Universities in Kenya*. Jomo Kenyatta University of Agriculture and Technology. <http://ir.jkuat.ac.ke/>
- c. Wicksteed, P. H. (1894). *An Essay on the Co-ordination of the Laws of Distribution* (1932 ed.). London School of Economics.
- ci. Won, E., & Lee, J. (2017). A Study on Integrated Model of SERVQUAL and Service Blueprint. *Journal of Industrial Design Studies*, 39, 125-136. <https://doi.org/10.37254/ids.2017.03.39.13.125>
- cii. Woodhall, M. (2001). Human Capital: Educational Aspects. *International Encyclopedia of the Social & Behavioral Sciences*, 6951-6955. <https://doi.org/10.1016/b0-08-043076-7/02469-4>
- ciii. Wright, P. M., Coff, R., & Moliterno, T. P. (2013). Strategic Human Capital. *Journal of Management*, 40(2), 353-370. <https://doi.org/10.1177/0149206313518437>

- civ. Xavier, J. A., Siddiquee, N. A., & Mohamed, M. Z. (2015). The Government Transformation Programme of Malaysia: A Successful Approach to Public Service Reform. *Public Money & Management*, 36(2), 81-87. <https://doi.org/10.1080/09540962.2016.1118927>
- cv. Yahiaoui, N., Anser, A., & Lahouel, S. (2015). Human Resource Management and Public Organizations. *Global Journal of Human Resource Management*, 3(2), 1-12. <http://www.eajournals.org/wp-content/uploads/Human-Resource-Management-and-Public-Organizations.pdf>