

**INFUENCE OF STRATEGIC HUMAN RESOURCE PRACTICES ON PUBLIC
SERVICE DELIVERY OF HUDUMA CENTRES IN KENYA**

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for the Requirement of the Conferment of the Degree of Doctor of Philosophy in
Business Administration and Management (Human Resource Management)
Kenya Methodist University**

JULY, 2021

DECLARATION AND RECOMMENDATION

Declaration

This thesis is my original work and has not been presented for a degree or any other award in any other university

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DEDICATION

Special dedication goes to my loving husband John Kinoti and my children Dylan, Irvin and Mitchel, and my parents. Thank you for your unwavering love, support and inspiration

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ABSTRACT

Huduma Centre innovation in Kenya was as a result of public service delivery inefficiency that brought about corruption and was time consuming and expensive. 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 investigated the influence of strategic human resource practices on public service delivery of Huduma Centres in Kenya. The objectives were to establish the influence of employee training, organizational culture, work environment and, recruitment and selection 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, competing values framework, Herzberg two-factor 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, organizational culture, work environment, recruitment and selection 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, and recruitment and selection have influence on PSD, while organization culture and work environment don't have influence on PSD. Findings also show that, a unit increase in recruitment and selection leads to a unit decrease in PSD. This shows that methodologies of recruitment and selection don't inspire people to work harder. More so, government policies have a mediating relationship between employees' training and PSD. However, government policies don't mediate the relationship between organizational culture, work environment and recruitment and selection. The study recommends the government to re-evaluate policies. To check and remove policies that are not working, improve those that are working and to add those that enhance more efficiency in human resource practices. More so, there should be proper implementation and use of human resource practices by public organisations so as to increase efficiency in the delivery of public service. Public organizations 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 and effect of COVID 19 on PSD.

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LIST OF ABBREVIATIONS AND ACRONYMS

CV	: Curriculum vitae
CVF	: Competing values framework
GPO	: General post office
GoK	: Government of Kenya
HR	: Human resource
HC	: Human capital
HCM	: Human capital management
HRM	: Human resource management
IT	: Information technology
ICT	: Information communication technology
KeMU	: Kenya Methodist University
KPSC	: Kenya Public Service Commission
LAs	: Local Authorities
MDAs	: Ministries Department and Agencies
MLSSS	: Ministry of Labour Social and Security Services
MPSYGA	: Ministry of Public Service Youth and Gender Affairs
MTP	: Medium Term Plan
NACOSTI	: National Commission for Science, Technology and Innovation
NGOs	: Non-governmental organizations
NPM	: New Public Management
OECD	: Organization for Economic Cooperation and Development
OPM	: Office of Personnel Management
PSC	: Public Service Commission
PSD	: Public Service Delivery
PSM	: Public Service Motivation
SERVQUAL	: Service quality
SDGs	: Strategic Development Goals
SHRM	: Strategic Human Resource Management
SMEs	: Small and Medium Enterprises
USA	: United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background Information

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 organizations 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).

Human resource is the pillar for any organization to be successful. A well-established human resource practice helps an organization to achieve efficiency and increase productivity in its operations. The human resource practices include employee training, organizational culture, work environment, recruitment and selection. The uses of strategic human resource practices help organizations have a maximum utilization of its resources which in turn increases the overall organizations productivity (Sriviboon, 2020).

Organizations achieve their purpose by ensuring that the human resources are utilized to the maximum. Employee productivity is driven by aims of the organization. Organizations achieve goals when there is good employee performance. There are various variables that influence employee performance. These include; employee training, organizational culture,

workplace environment and recruitment and selection (Bernardi, 2018; Kiruja & Mukuru, 2018; Lorincová et al., 2019; Woerkom et al., 2016).

Increasing global choices of human resource practices don't give much attention towards the ever changing trend of global competitiveness and modern advancements. Human resource practices are incomplete and are biased and in certain cases give wrong forecasts and understanding by assuming a general inclination to agree on certain types of human resource functions. Ignoring sustainability of human resource management practices means to ignore opportunities and benefits of productivity in sustainability and losses are made when sustainability is disregarded (Bányai, 2019; Kaufman, 2016).

In America, there is the civil service commission that lay an impartial civil service based on professionalism and merit principle, where the human resource should be rated and judged on work performance. There was a reorganization of the commission of the civil service in 1978 and office of personnel management took over responsibilities of managing the government's personnel management. The role played by the personnel management office in the government of America is recruiting, selecting, retaining and ensuring there is a world class competent workforce for its citizens (Commonwealth Secretariat, 2016).

More so, human resource practices in USA emerged all through the industrial revolution. This was due to the recognition that human resources were an organizational asset. This evolutionary trend supported the fact that development of human resource practice is inevitable in a changing environment due to occurrence of external and internal pressures on the performance of organizations worldwide. The influence of these external and internal forces and the desire for quick response and responsiveness to human resource practice skills, transformed the practice of human resource management. Therefore, in order for

organizations to have high performing human resource practices, resilience to change and innovation are very important. Societal implications of societal responsibilities command managers of organizations to be more sensitive to corporate social responsibility, objectives of organizations and the process of decision making. Human resource management seeks out to manage and sustain human resources of an organization, ensuring organizational productivity needs and political-legal and the external challenges posed by the social factors from the external environment. The importance of workers spread out to organizations, communities, and cultural practices. In the quest for high productivity in organizations, the improvement and the administration of HR practice cannot be overlooked (Richman, 2015).

In Germany, HR growths as well as effectiveness have been a focus of federal government reform programs, with the goal of establishing HR improvement as well as modernizing HR functions. Training and development, organizational culture, work environment, and recruitment and selection all were introduced by ministries as HR-development principles. However, HR plans were not always matched by their practical application. Impartiality as well as professionalism have long been crucial in HRM, and they are rooted in conventional civil service norms, resulting in a bureaucratic approach. Professionalism, on the other hand, is based on a very narrow perspective, emphasizing legal competence with policy-relevant expertise. Administrative, governance, and public policy knowledge, as well as a more skill or competency based approaches to SHRM, are still in short supply. The powers of legislation over regulation of civil service have been significantly transformed; states now have the authority to determine SHRM practices. The German federal government only establishes standardized rules relating to all civil servants' fundamental rights and responsibilities. There is decentralized training, organized independently by each ministry and agency (Torfing et al., 2020; Kuhlmann et al., 2021).

In Singapore, the major problems encountered in human resources of the public service delivery involved the need for transforming the attitude of public servants, incompetence, financial instability and technical knowhow. The achievement of Singapore success in managing the challenges of human resources is due to the strong leadership which set up a strategic human resource action plan, giving support, centralization of financing and infrastructure (Commonwealth Secretariat, 2016).

In Europe, the adoption of new HR practices resulted in a variety of outcomes and reactions in the management of human resources in the public sector. In 1980s, NPM was introduced to help curb deficiencies of unproductive public sector in United Kingdom (U.K). Delivery of public services was enhanced through professionalism of human resource practices. This led to employee responsiveness and reliability of service delivery in the public sector. Autonomous Communities in Spain reduced the levels of bureaucracy. This brought about better as well as more efficient management of HR, like developing capacity of staff, which in turn led to better provision of delivery of public services. Indonesia's ineffective implementation of NPM had a negative influence on HRM in the government institutions. This ineffectiveness affected the employees' quality of service delivery to citizens and especially in areas of recruitment and selection as well as overall employee productivity. Furthermore, establishment of provincial governments in South Korea facilitated better human resource practices. More so, hiring and selecting in addition to doing employee training and development of civil servants, led to accountability and responsibility of public services in the devolved government units (Alonso et al., 2014; Dunleavy & Hood, 1994; Kim & Jae Moon, 2011; Lapsley & Knutsson, 2016; Minogue et al., 1998).

In Africa, it is established that the ineffective application of management of human resource practices adversely influences the public delivery of services in the government. Employment in the public sector grew faster after independence making African governments bloated, inefficient and slowing down growth. In Nigeria, for example, there is lack of clear processes in the implementation of management of human resource practices which has resulted to a poor organizational culture and substandard measures in employee training, work environment, recruitment and selection of employees in local governments leading to poor delivery of services to the public customer. In East Africa, late colonial and postcolonial era was characterised by lack of skilful African workers to take the place of the expats that were in the colonial government. The urge therefore, was to build home-grown civil service for developments in nationalism that was managed by the government (Simson, 2016).

In Kenya, strategic implementation of practices of human resource in public service delivery started in 1954, when the British colonial government established the civil service commission in 1948. At independence in 1963, the government enshrined the civil service commission in the constitution and named it public service commission. The new commission, from then on, has been handling human resource management matters of the public service, including civil service and the local authorities. Furthermore, it is still in 1963 that the Kenyan government employment interventions started during the early stages of political independence. According to the sessional paper on employment policy and strategy for Kenya (2013), the Kenyan government made different policies aiming to address challenges of employment in the government. Employment periods of strategy interventions in Kenya fell between 1963 to the early 2000s. To start with, employment interventions were short-term for example 'kenyanization' policy whose objective was growing and creating work for Kenyan citizens. One approach used for accomplishing 'kenyanization' was

increasing investment for human capital formation. However, the actions didn't have a structure for safeguarding accountability since monitoring and evaluation approaches were absent. In 1980 to 1989, there was provision of public employment services. The period from early 1990s to 2000s led to progression and expansion by means of formulating and implementing policies in the public sector. Implementation of interventions has not been effective, consistent and efficient. In cases where implementation of the employment oriented measures has been undertaken, it has not been all inclusive to enlist the participation of relevant stakeholders. While there are a number of stakeholders in the labor and employment sector, the stakeholder efforts have not been properly harnessed to facilitate effective exploitation of concerted effort. Furthermore, the employment measures were not anchored on a coherent policy, institutional and legal framework to provide the required drive in their implementation (Ministry of Labor Social Security Services, 2013).

1.1.1 Kenya Vision 2030 and Huduma Centre Development

Kenya 2030 Vision is a long-term growth strategy aimed at making Kenya a globally successful and stable country with a high standard of living for the citizens by the year 2030 launched in 2008. The goal is to foster a citizen-centered and results-oriented public service that can serve an increasingly rising society and economy. This national development plan is carried out through a series of five-year Medium-Term Plans (MTP). First Medium Term Plan serves as the basis for executing Kenya Vision 2030, the country's latest long-term blueprint policy. In addition, second Medium Term Plan (2013-2017) launched a human resource transformation strategy of the public service that focuses in building a much more effective as well as productive public service inculcated with good values and standards that are ethical, as well as a highly engaged workforce. Huduma Centres were also developed as a result of this (PSC, 2019).

The government's Big Four Agenda measures are supported by the third MTP of the year 2018-2022, which focuses on placing plans, services and projects to deliver the agenda initiatives. The Big Four Agenda includes PSC which has established public service commission strategic plan 2019-2024. Furthermore, the public service commission is collaborating closely with the other private and public sector entities to close the expertise, knowledge, and competency gaps in all public sector organizations in support of the Big Four Agenda. Moreover, there is Agenda 2063 for Africa, which is a fifty-year vision and also a plan to make Africa more prosperous. It has enhanced public service capacity and capability improvement through the instillation of values and governance principles in the civil service and improved attention to honesty, ethical, and dignified services. Goals for sustainable development (SDGs) have also helped the public commission to align with the governance and public service values and beliefs. This is in line with efforts to build competent, productive, accountable, and equitable government institutions as the bedrock for change and transformation. The public service commission is dedicated to overseeing, inspiring, rewarding, and managing human capital to create a globally efficient public sector to make sure there is substantial continuous improvement of the public sector. This is done for citizen-centric service delivery, through constant review of conditions and terms of service, skill development interventions, and investment in overall human resource capabilities (Government of Kenya, 2007).

The overarching goal is to achieve higher and more sustainable economic growth in a more impartial environment, as well as more job opportunities. Kenya vision 2030 process was conducted between the months of October, 2006 and May, 2007. Before the document was confirmed, the contents of Vision 2030 were subjected to open consultations in all Kenyan provinces between July and August 2007. Vision 2030 also aims at putting its investment on

the people of Kenya. Kenya's path to extensive prosperity includes the creation of a society that is impartial and unified that which benefits from egalitarian social growth in a safe and secure climate. Its aim is to enhance Kenyans' quality life by focusing on the welfare of people and society initiatives and programs. This quest is the basis of development of Huduma Centres and the pursuit to transform public service delivery (GoK, 2008).

The public service commission was reconstituted with a redefined and extended mandate under Kenya's constitution, which was enacted on 27th August, 2010. The constitution also established a devolved government structure, which resulted in many reforms in the public sector's human resource management. The formation of the central government, the creation of county governments, and the establishment of statutory commissions and autonomous offices resulted in the relocation of a variety of employees, causing human resource functions and procedures to be disrupted. The Kenyan public service's succession management problem was exacerbated as a result (Ministry of Public Service Youth and Gender Affairs, 2017).

Furthermore, as a reaction to the 2010 Kenyan constitution, Huduma Centres were launched in 2014 to reform the public sector program. Huduma Kenya programs objective stands to renovate the Kenyans' satisfaction with the quality of public services. Huduma Centres exist as one stop shops for the government where citizens have access to quality services that are offered using modern equipment, quality customer service with efficiency from professional employees. Huduma comes from a Swahili term that means "to serve". Huduma public service delivery is an initiative by the Kenyan government, and is envisaged in the 2030 Kenyan vision project. The aim of Huduma Kenya public service delivery is to increase all Kenyans' accessibility services of the government and the provision of public services as well as to ensure the Kenyan citizens access efficient government services at their convenience. Youth and Gender Affairs Ministry of Public Service is the one that is in control of

coordinating implementation of this Huduma Kenya programme. Huduma program has established 52 Huduma Centres in 47 Counties. Huduma center serves more than 45,000 customers daily, and has deployed different services from government agencies in Huduma Centres (Huduma Kenya, 2018).

The public services offered in Huduma Centre include; obtaining identity cards, passports, National Social Security Fund, National Hospital Insurance Fund, birth certificates and business name registration. Huduma Centre also has a web portal which provides; online portal for various national government ministries, departments, and agencies have comprehensive services. Users are able to use their cell mobile devices to access m-government services and Huduma call centre used to provide customer service which citizens can make use of to learn more about the services provided by various government agencies. More so, there is provision of Huduma payment gateway, which provides a card for payment, for a single and optimized multi-channel payment portal to make paying for government services with debit cards and M-pesa services more convenient. The implementation strategy for Huduma Kenya's initiative aims to revolutionize the way the public services are delivered in Kenya in all the Huduma Centres in 47 counties and digital service re-engineering, automation, integration, and the roll out ("Kenya Vision 2030," 2008).

People in all parts of the country can now access government services, and everybody can benefit from improved service delivery. The Centers serve as one-stop shops for over thirty facilities. Consequently, there has been a rise in number of ministries, departments and agencies (MDAs) offering ICT-based services. Rather than hopping from one office to the next in search of services from the government, public customers can acquire all they need at one place, reducing time wastage and increasing satisfaction (Huduma Kenya, 2018).

The old bureaucratic system of the public service was characterised by inefficiency, bred corruption and wasted time. There were endless queues in public offices, during which countless hours were wasted. Therefore, this inefficiency caused corruption to ensue, setting in motion a vicious cycle that has tormented countless people and cost the nation billions of dollars. The strategy for delivering public services is centred on optimising the experience of the citizen. This is accomplished through a variety of public service delivery networks. These public services include: Huduma Centres; citizen service centres with a single point of contact to provide national government services (Mutuku, 2015).

Employee training is one of the factors that are assessed to 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. According to Article 234 (5) of the Kenyan constitution, the public service commission may delegate all of its duties and powers to any one or more of its members, or to any officer in the public sector, authority, or body (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.

Organizational culture is also assessed as one of the human resource practices that have an effect on delivery of public services of Huduma Centres in Kenya. Due to globalization and changes in the aspirations of the public customer needs, the organizational culture of being able to distinguish between public interests and organizational interests, has tremendous effect on potential effectiveness of the public service delivery. Values on ethics conflict with the practice of professionalism in public service provision. Despite ethical values being embedded in the system, misconduct is evident in the public service delivery, which challenges the notion of accountability to such an extent it affects public trust (Yirdaw, 2016).

In work environment, the majority of industrial relations problems around the world, including Kenya, can also be tracked back to the state of the workplace. Organizations that offer public services are required to provide appropriate working conditions and tools. Compliance with the provisions of the Health and Safety Act by public service organizations, as well as standardization of operating facilities to ensure diversity and an enabling work climate, is a major problem in ensuring efficient human resource management and, as a result, improved service delivery. However, public-sector initiatives to create a more conducive work atmosphere are inadequate and inconsistent. The organizations that provide public services are also not adhering to the Occupational Health and Safety Act's work environment guidelines. Furthermore, the majority of Kenyan public sector organizations have not prioritized the provision of appropriate working tools and a pleasant working climate (Tubey et al., 2015; KPSC, 2019).

Recruitment and selection is also assessed to have an influence in public service delivery in Kenya. According to the labor and social protection ministry strategic plan of 2018-2022, and Manpower Survey in 2010/11, it shows that there is a mismatch of skills of the graduates who are job seekers, and those needed by the labor market. The skills mismatch is mainly brought about by weak linkage between education and training institutions on one hand and industry on the other. This has led to more costs by employers to train and retain workers. The challenge is intensified by the insufficient up-to-date employment market information which makes it hard to give policy guidance in planning and development of employees in the country.

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).

Kenya, on the other hand, has made considerable progress in trying to reform the public sector delivery. Human resource management continues to be a problem, undermining the government's efforts to improve service delivery in the region. The area in which this weakness has persisted is in the commitment to good governance and leadership, which includes discipline, observance of public service standards, transparency, and adherence to the legal system, as well as responsiveness to citizens' needs. This has remained a challenge up to today (GoK, 2017).

1.2 Problem Statement

Strategic implementation of human resource practices is the key to realizing Huduma Centres' public service delivery effectiveness. Vision 2030 agenda focuses on quality improvement and performance in public service delivery, as well as changing the mindset and mentality of public servants. Today there is more public demand and new challenges which need a creative public service delivery methodology. Delivery of any service to the public, requires the system designer to first consider the human element involved (Reader, 2017).

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).

Furthermore, human resource activities in government ministries are not well integrated to ensure efficient delivery of public services. At times, it's carried out on an ad hoc basis and where efforts have been made; they have not been well synchronized with the human resource needs. Huduma Centre program is faced with challenges that include behavioural and systematic resistance to change, public sector silo mentality, and lack of a shared vision. This has resulted in a bloated public sector with technological skills shortages, non-core workers surpluses, and succession issues in management. However, in the public sector, decisions on recruitment and selection have not followed these standards, resulting in corruption, nepotism, discrimination and inadequate HRM practices (MPSYGA, 2017).

Employee training is inadequate to provide the types of services needed for national change as conceived in Vision 2030. Organizational culture has inefficiencies associated with cultural and attitudinal aspects that lead to fear and discomfort of employees towards reforms. In addition, there is insufficient behavioural and attitude improvement for skills development in the public sector. Further, initiatives on work environment, by public service organizations, are not sufficient and are inconsistent. There are still several government agencies that do not adhere to work environment requirements and place a premium on providing appropriate working tools and a pleasant working environment. In addition, there is difficulty of recruiting and selecting technical and competent workers to work in certain parts of the country and this has led to experience, skills and competency gaps. Government policies are also slow in implementation which leads to poor service delivery standards against best practices (GoK, 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. Caillier (2014), Mwangi and Gachunga (2016), Kiiru (2015), Okumu et al. (2018), Oketch (2017) and Masenge et al. (2018). Furthermore, Organizational culture research by Misigo and Moronge (2017), Nyabuti et al. (2017), Cacciattolo (2014), Owoyemi and Ekwoaba (2014) does not reveal the ambiguous nature of an organizational culture to organizations. More so, working environment studies by Gitonga (2015), Murage (2018), Muketi and Wainaina (2020), and Kossivi et al. (2016), concentrate more on the behavioral aspects of the work environment and ignored the physical aspects of work place environment.

In addition, recruitment and selection research by Nyongesa et al. (2020), Abdalla et al. (2015) and Okeke-Uzodike (2015) reveal the effectiveness of recruitment and selection to guarantee quality and that the standards of services are improved. However, these studies don't show the sustainability of selection and recruitment practices in the contemporary workforce in public service delivery. Furthermore, Mutuma et al. (2017), Kerubo and Muturi (2019), Alex (2020), Wagana (2017), Gisemba and Iravo (2019), Obosi (2019) have addressed government policies. However, they have not shown that 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.

Nevertheless, all forms of reform and the public sector's innovation, including Huduma Centre for this case, are bound to encounter a number of challenges. The question is, whether there is sustainability in strategic human resources practices in public service delivery. More so, what is different with the human resource practices carried out in Huduma Centres that make service delivery and customer focus more efficient than in the former public

organizations? That is why this research aims to determine impact of strategic human resource practices on Huduma Centres' public service delivery in Kenya.

1.3 Purpose of the Study

The aim of this study was to look into the influence of strategic human resource practices on Huduma Centres' public service delivery in Kenya.

1.4 Specific Objectives

1. To establish the effect of employee training on public service delivery of Huduma Centres in Kenya.
2. To determine the effect of organizational culture on public service delivery of Huduma Centres in Kenya.
3. To establish the effect of work environment on public service delivery of Huduma Centres in Kenya.
4. To determine the effect of recruitment and selection on public service delivery of Huduma Centres in Kenya.
5. To establish the mediating effect of government policies on public service delivery of Huduma Centres in Kenya.

1.5 Research Hypothesis

H₀₁: There is no significant effect of employee training on public service delivery of Huduma Centres in Kenya.

H₀₂: There is no significant effect of organizational culture on public service delivery of Huduma Centres in Kenya.

H₀₃: There is no significant effect of work environment on public service delivery of Huduma Centres in Kenya.

H₀₄: There is no significant effect of recruitment and selection on public service delivery of Huduma Centres in Kenya.

H₀₅: There is no significant mediating effect of government policies on public service delivery of Huduma Centres in Kenya.

1.6 Significance of the Study

The results in this study help policy-makers in the public service know how to define the boundary and put the right incentives and processes in place to ensure that public services are delivered efficiently. The study also assists the national governments, county governments, employers, human resource practitioners and strategy makers to come up with better human resource policies and practices for public service delivery.

The study helps future researchers and academicians by providing empirical literature which can be used as a base for studies. It helps researchers and scholars to identify new areas of research, through the recommendations made for further studies.

1.7 Limitations of the Study

The study's drawback was collecting information required for the study from Huduma Centres. Being newly established, employees tended to observe privacy in their dealings and fear of victimization. The researcher did the best to create a rapport in each Huduma Centre, by showing the importance of the study and assuring the respondents that confidentiality will be observed and that the study is purely for academic purpose. Also the researcher used authorized documents from NACOSTI, Huduma secretariat permit and letter of permit from KeMU for authenticity and accountability purposes.

The research also faced the limitation of delayed information from the respondents, especially the supervisors and managers. This affected the writing of the project due to the geographical spread of the respondents and the bureaucratic procedures of public

organizations. The researcher used research assistants to make data collection easier and faster, and also proper management of time conducted to avoid delaying in project writing. Though the delay in data collection and project writing was the biggest challenge, the researcher finally, was able to get appropriate data for the research. Moreover, Huduma Centre being a recent case, there was the fear of the unknown since not many studies have been done in this area. However, the researcher was very optimistic and hopeful that all would be well. There was also limitation of lack of enough literature. The researcher tried as much as possible to check through all the existing literature.

The researcher was also faced with persistent challenges of sickness and financial instability some of which were accelerated by the COVID-19 pandemic in the year 2020. This slowed down the thesis writing. However, the researcher persisted and persevered all the way amidst all these challenges to complete the thesis writing.

1.8 Assumptions of the Study

The researcher made the assumption that selected samples in each Huduma Centre branch were representative of all the other human resource practices of government ministries in the public service of Kenya.

1.9 Scope of the Study

This research involved all government institutions offering public services in the 52 Huduma Centres from Kenya's 47 counties. The study looked at the influence of strategic human resource activities on Huduma Centres' delivery of public services in Kenya. Objectives of the research included independent variables of: employee training, organizational culture, work environment, recruitment and selection, and the mediating variable of government policies. The dependent variable was public service delivery.

1.10 Operational Definition of Terms

Strategy	It is a series of actions, or a strategy, that managers use to boost company's success. It's the long-term perspective and scope of an organization that seeks competitive advantage in a changing environment by combining capital and competencies to meet stakeholder expectations.
Human resource strategy	Is a plan of action that consists of concepts for managing the workforce through human resource policies and procedures, and is intended to improve the skills, attitudes, and actions among employees that help the company attain its aims. It encompasses all human resource management's various dimensions, for example, employee training, culture of the public service, favorable work environment and, recruitment and selection.
Implementation	Is putting a plan or system into action
Strategy implementation	Putting strategies into action
Organizational culture	The fundamental assumptions and principles that all members of an organization share. These beliefs define an organizations view of itself and its environment
Recruitment	Any activity conducted by the company with the main objective of attracting and identifying capable employees.
Recruiting & selecting	Hiring people with skills and competence required for job performance.

Employee training	<p>An approach of learning skills, rules and attitudes that result in improved performance.</p> <p>An intentional and consistence experience of learning set with an objective of providing appropriate skills, knowledge and attitudes to employee's in order to improve their performance in a particular job. Employee training, according to Abeba et al. (2015), is the process of imparting a specific ability to do a specific task. Training of employees is an instructional practice whose aim is to develop particular skills and expertise for the purpose of completing a mission.</p>
Training needs assessment	This is an audit that provides an organization with performance information about the knowledge, skills and gaps in competency that aid in decision making.
Capacity	The ability that organizations have to perform functions appropriately in an efficient, effective and sustainable manner.
Capacity building	A method for improving and developing the talents, abilities, procedures, and services that businesses need to survive in addition to adapting, in the dynamic world.
Coaching	A phase of personal or professional growth in where a person is assisted in attaining particular personal and professional capability as well as an organizational objective.
Mentoring	This involves relationships, where a more experienced person, with the appropriate knowledge guides another person, to develop professional skills and abilities.
Policy	A framework of guidelines.

Successive management	A strategic and intentional attempt to improve an employee's ability to acquire the expertise, understanding, and competences required for higher positions.
Tacit knowledge	Person employee-specific knowledge
Management of talent	This is identification and development of individuals with special endowments for the gain of both the person and the organization.
Huduma Centre Kenya	It's a Kenyan initiative by the government which aims to transform delivery of public services by giving people access to a variety of information of public services through Huduma Centres, citizen support Centres with one-stop shop, with synchronized human resources and technology platforms (Huduma Kenya, 2016).
Human capital	The number of employees' expertise, abilities, experience, and dedication to the business.
Vision 2030	This is a reference to Kenya's Vision 2030. It's a document containing the development plan for Kenya whose aim is to make Kenya globally competitive and prosperous (MPSYGA, 2017).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Theoretical as well as empirical research is presented in this chapter. The literature is organized according to the objectives of the study. It highlights the strategic human resources practices that influence public service delivery of Huduma Centres in Kenya. These include employee training, organizational culture, work environment, and recruitment and selection. It also includes the mediating variable of government policies.

2.2 Theoretical Review

A theory is a perspective that helps understand and analyse a phenomena, such as a process, system, event, person, or thing. A theory is made of generalized principles or accepted beliefs not dependent on the phenomenon. It is through empirical research that theories are developed and rely on gathered facts confirmed through observation and experiment (Ríos, 2016).

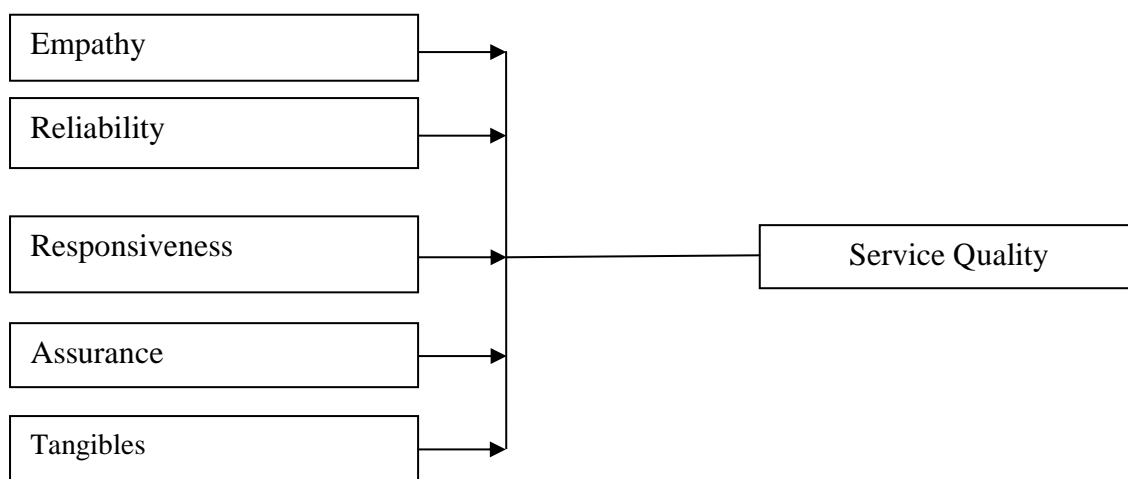
2.2.1 SERVQUAL Model of Service Delivery

The SERVQUAL model explains dependent variable of public service delivery. It 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, 1985).

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., 1988).

Fig 2.1

SERVQUAL Model



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 of 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 measuring 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. A 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 instrument for 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 services. 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's pleasantness. This is to mean that the customer acts 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 make the customer 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 argues that customers compare the service they expect with perceptions of received services in weighing quality of service. Gronroos (1984) and Gronroos (2001)) identify 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 and 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.

2.2.2 Human Capital Theory

Human capital explains the variable of employee training. 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 increase 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 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 investments 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 more useful than, physical capital (Woodhall, 2001).

Theory of human capital states that investing in human capital can result in higher economic output, 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 labor 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 in 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/labor 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's 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).

Globalization, advancements in HR technology and diversity have an impact on strategic human resources management approaches. Ability to understand these problems is crucial since it helps in the development of human resources strategies that are suitable for knowledge management in organizations. Harmonization of legal systems that promote good values in organizations is essential (Nzioki, 2013).

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 principal 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 are an essential function of the human resource management team of every company. In this case, the importance of human capital in public service delivery 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 are an important factor in organizational performance. Rigby et al. (2016) adds that human capital in organizational change and adaption serves paramount role in provision of public services. The reason is that a workforce that is aligned strategically is an effective weapon in dealing with rapid shifts in the economy and shifting demands of the public customer.

Eldor and 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 organizations 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 an organization's 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 forth 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 current 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 mathematical 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. 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 association, 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, which 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).

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). Organizations, 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).

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 organization 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, organizational 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.

2.2.3 Human Capital Theory and Recruitment and Selection

The key dimensions in human capital are recruitment and selection and above all employee development. Employee recruitment, selection and development comprise human capital management. In addition to this, there is employee enhancement, which involves deployment and retention (Lin et al., 2017).

According to Hollenbeck and Jamieson (2015) and O'Boyle and Aguinus (2012), acquisition and the planning of human capital of an organization is a significant role in the function of human resource. Being able to identify, select, and recruit employees appropriately helps the organization to acquire employees who are highly productive and those who are rarer and above all harder to get nowadays. Attributes of employees and those of the job itself are key factors in human resource management which in turn strengthen the human capital resources of an organization. However, the effects related to human capital, such as recruitment and selection are also dependent on the human capital of the organization.

In recruitment and selection, a lot of strategic human capital literature has risen in the last few decades (Becker, 1962), but its focus has largely set on determining the conditions under which businesses can be competitive through recruitment and selection of employees who are productive (Wright et al., 2013). More so, it is not sufficient on how organizations should conduct hiring decisions in an organization. Arguments based on Becker's human capital theory (1962) postulate that, since recruitment and selection of employees is expensive, Jobs instills in employees the belief that their association with the company can last, and encouraging workers to invest more in skills that are "firm-specific", regardless of doing so can increase their reliance on the company because all those skills usually become less

valuable somewhere else. Recruitment and selection can then result in a cycle of mutual dependency, in which workers add more value to the company.

In organizational behavior recruitment and selection has mutual effect on worker loyalty to firms since workers and companies both invest within the partnership. Human resources are the greatest asset in strategic HR practices on delivery of services to the general public. There exists so much discussion on whether employees are the greatest asset or it's just a claim which does not follow directly those human resources, and the mechanisms through which new hires are introduced into the company must be strategic. While important choices require keenness and careful attention, strategic implementation of recruitment and selection choices require management focus of various kinds. This is managerial attention that takes into account interdependencies between different varieties of recruitment and selection and other human resource practices in public service delivery. This will help overcome challenges associated to the silo mentality in public service delivery (Ghemawat & Van den Steen, 2016). Strategic implementation of recruitment and selection in public service delivery may not achieve maximum results when decisions are not strategic. As recruitment and selection decisions in organizations are often delegated to hiring managers that may not be involved in day-to-day operations (Hoffman et al., 2017).

The choice on whom to recruit and select and under what specific conditions is a strategic decision that should be made very professionally in public service delivery. Recruitment and selection of human resources in public service delivery is influenced by many mechanisms. Strategic implementation of recruitment and selection should be taken as dependent on other human resource practices in the public service. Whether hiring is strategic and when it is done is very important in government delivery of service. How and also why service to the public acquire human capital is vital (Elfenbein & Sterling, 2018).

When hiring is non-strategic, existing machine learning approaches operate rather well. However, careful attention needs to be paid to avoid discrimination. When hiring has strategic elements, more of the considerations that are the reason as to why decisions are strategic are the degree to which activities in a company embody interdependencies and produce payoffs based on fit, cohesion, or complementary amongst each other and also with the structure of an organization design choices (Chalfin et al., 2016; Schmid, 2018).

A shift to being strategic takes one step closer to the way the human resources in the public service are hired. Strategic implementation of recruitment and selection on public service delivery strive to be more strategic in selection but they struggle with how to do so, and so instead choose on the basis of “cultural fit” and used as some proxy for the likelihood that people in the organization will get along. When recruitment and selection is a strategic decision, and when it is, what makes it so, an organization should arrive at a significant set of shifts that the public service ought to make when considering how firms acquire human capital. For example, selection of the best workers is being replaced by selection of those that match best with current staff, properties, and policies. In addition, strategies shift from considering how an individual's talents fit with a job to considering how a person conforms to a job within a particular firm (Srivastava et al., 2017).

In the public sector, recruitment and selection helps determine type of human capital and it also relates to the other human resource management practices. This in turn enhances effective public service delivery. Human resource management practices affect productivity through their influence on human capital. Even though at times as a human resource management feature, recruitment and selection practice, however, may seem not to enhance the organization's level of human capital and it does determine an organizations innovation and performance (Nieves & Quintana, 2016).

Recruitment is used as a tool to improve results for organizations and potential applicants during employees' selection who do research, on public service recruitment and selection acts as a human capital management investment opportunity. A well conducted recruitment and selection procedure is capable of consecutively enhancing organizational performance, for example; increased value of applicants and less cost of testing unqualified applicants. This in turn increases human capital, enhances chances of subsequent employment, and minimizes wastage from unsuccessful application (Campion et al., 2019).

Organizations always have requirements for a range of CV qualities and attributes when hiring candidates. Human capital can be strengthened through the right recruitment processes. This includes choosing the suitable candidates for job interviews based on their résumés, as well as recruiting on the basis of observations of employee abilities. Most employers place the greatest emphasis on curriculum vitae personal traits that lead to human capital for a particular job hence reduction in training expenses and transition times are also short. Other work qualities include appropriate work experience, graduates' technical knowledge and interpersonal skills, and a strong fit in field of research and tasks are all factors to consider. Other skills play a role in hiring decisions, because they're less valuable, and therefore, cannot be compensated readily as a result of lacking "occupation-specific" intellectual capital as well as communication skills. However, different organizations demand for different skills. Some organizations may not want to recruit candidates who have high levels of expertise if work doesn't need them. There is also the fear that the candidates will get bored very quickly. Employers with facilities of training offered internally to educate their employees' skills specific to occupation they require don't have a clear preference for graduate students with extensive technical experience. Employers can place a greater focus on certain, more transversal kinds of skills, also including generalized study skills, since they are a necessary

component of even more professional development. Preferences in different academic qualifications e.g. It is critical to possess master's degree as well as bachelor's degree, certificate or diploma for persons who want to improve their employment opportunities. There are skills that are more important for entering in the labor market, others, however, are more critical for people's future jobs (Humburg & Van der Velden, 2015).

Huselid (1995) postulates that, recruiting and selection requirements have a significant influence on employee's efficiency, and in turn, overall organizational performance. This is due to existence of vast number of eligible candidates, which, if balanced with a fair and consistent selection process, results in a favorable outcome, it has a great effect on the quality and required skills new workers possess. Practices in recruitment and selection usually determine who is recruited, and molds employee attitude and behavior and in turn adds to the value of human capital of the organization.

According to Ryan and Derous (2016), the usage of the right selection criteria improves the chances of selecting the right applicant. Productivity increases as the best applicants for the job are chosen (Osemeke and Osemeke, 2017). Any organization's process of recruitment and selection is critical because quality of its personnel is dependent on the recruiting and selection process (Aduma & Iyida, 2016).

According to Ingrassia (2018), managers must be aware of the selection goals, strategies and procedures. Those responsible for coming up with selection decisions, moreover, should have sufficient knowledge, so as to make well-informed decisions. Robbins and Judge (2017), posit that, HR practices as well as policies have a big impact on employee attitudes and behaviors. It is important therefore, to ensure that quality is not compromised when developing and implementing recruitment and selection criteria, because the right type of

labor is not easy to get. Furthermore, organizational environment is dynamic and therefore, recruitment and selection criteria should be evaluated constantly (Selase, 2018).

Human capital resources are central to public service delivery efficiency and effectiveness. This helps by being specific on the human resource management methods like selection and recruitment and how they come together to improve high levels of public service delivery effectiveness. Human capital generates a lot of value because of its interconnectedness with other organizational resources and practices as the organizational structure, organizational culture and more of other firm resources. It is therefore, very important to put focus on human resource practices and the resources they create. Recruitment and selection should not just build “firm-specific” skills and abilities, but also provide the motivation needed for employees to have the opportunity to put their skills to good use. This helps also in labor demand, supply and labor market mobility constraints. It is very important when a company is able to recognize HR management practices that can retain their valued resources of human capital (Ployhart, 2015).

A firm should have expertise in human capital management practices in order to adopt the right human capital management strategies. This in turn creates other strategic human capital resources inside the company. Human capital resources create a relationship between HRMP and organization’s general performance. It’s of paramount importance to have HRMP like recruitment and selection for firm's particular strategic situation (Delery & Roumpi, 2017).

Employee recruitment and selection tend to forecast applicant interest and career search performance. Individual applicants are drawn to and expect to apply for jobs, and at the organizational level, there is various ways in which organizations affect this process. When people look for and get jobs in a company, work and company characteristics combine with

personal level characteristics of prospective job applicants in order to influence applicant attraction, which leads to job-seeking intentions and actions. If this conduct is sustained, it will result in the desired person level of job status as well as organizational level applicant pool efficiency and quantity outcomes. Factors at the individual employee and organizational levels are very important in recruitment and selection of employees in an organization. Moreover, the recruitment process does not come to an end when a work application is submitted, but instead continues in a dynamic manner before job seekers and organizations achieve their objectives. In addition, during recruitment and selection procedure, it's possible that feelings and intentions about a particular job opening will change significantly by receiving new details about many job openings that are being considered at the same time (Acikgoz, 2019).

Matching employees to their job during recruitment and selection helps to create value and a base in human capital. Individual workers are dynamically matched with the organizations and conditions of positions, employment, and activities within them via the method of matching, which has historically been studied in silos. Human resource practices are diverse in for example how, recruitment is done, how jobs are designed, trainings, promotions, and even terminations may tell each other through shared lens of matching (Weller et al., 2019).

Human capital theory, explains how organizations can create value for their human capital base. Information sharing and distribution, organization design, and complementarities perform a crucial function in ensuring successful matching and this in turn optimize with entire human capital resources. Human capital theory approaches bring in more concerns in recruitment and selection. These concerns include the costs of recruitment and selection. For example, the public service does a lot of internal recruitment which creates other vacancies, or vacancy chains, that require time and effort to fill. Larger organizations may find

coordinating across openings and departments more cumbersome and costly than simply recruiting externally (Nyberg & Moliterno, 2019; Snell et al., 2017).

Furthermore, even if there are benefits to internal recruitment, reorganizing human capital creates social costs of socializing newcomers. More so, internal mobility interferes with work flows. Nevertheless, such changes can create better networking and communication opportunities in the organization. Attracting the right candidates and doing proper placement and matching candidates to their job are a crucial human resource management and talent management practice for transforming human capital value. Recruitment and selection should recognize and involve changes to both individuals and situations. Adaptability to different people and situations is critical during recruitment and selection. However, recruitment and selection is usually affected by the business environment. The nature of human capital in an organization helps to ease recruitment and selection and can be used in organization's value creating activities. Employees who have been well matched to their jobs and the needs of the organization help in the integration and use of internal and external sources of recruitment (Call et al., 2015; Muehlemann & Leiser, 2018).

When human capital resources complements the employee and the organization that is doing recruitment or when the employee transfer their human capital capabilities a firm may subsequently lose its value unless if that human capital is replaced or substituted with another. This in turn helps enhance organizational performance. A disparity between the skills that are needed and the skills that employees have, and also referred to as a gap in skills, is able to cause a social economic challenge in an economy. Detecting human capital capabilities such as curriculum vitae more so, recruitment through advertisements for jobs accurately helps alleviate skills gap. A thorough and accurate detection of job skills helps to analyze the dynamics in the employment market. Moreover it assists to fill the gap between

labor supply and demand whilst also by helping to reskill in addition to creating employee programs for training. Accurately detecting skills in human capital is very important to any economy (Raffiee & Byun, 2020).

Hoang et al. (2018) tested the relationship between HRM, employee value, individuality, and organizations competitive advantage as all important factors to consider. The results were that attraction of human capital, development, deployment, retention, and employee's uniqueness facilitated the value of human capital resources. There is a link between behavior capabilities and productivity of an organization from a perspective human capital. Human resource practices influence behavioral competencies which in turn enable employees to be unique and valuable.

Employees become more valuable and unique different behavioral competencies are developed and deployed. These include employee training, management of careers, leadership, and talent management and above all proper recruitment and selection. Human capital management is highly influenced by the organizations human resource practices. Proper human capital administrations, the global expertise of workers enable employees to do their work more hard so as to gain a competitive advantage of an organization, improve organizational productivity. Therefore, the human capital differences, like recruitment and selection, should always be considered by organizations as key factors in enhancing and promoting human capital (Kim et al., 2015).

Most employees rely on the manager's vision and strategies for guidance. Therefore, leadership training is important in order to increase work efficiency. On-job-training should also be highly considered since many employees depend on learning in an organizational by doing practical work to add to their general efficiency at work. It's important to have a constant review of employees' productivity in order to increase the general organizational

performance. Moreover, job design should be appropriately done to fit work content, the expertise of employees' and their profession (Lin et al., 2017).

Recruitment and selection of employees is also important in public service delivery. It is essential for government organizations to employ a balanced human resource power in terms of the number of qualified people for effective and productive public service delivery. As a result, the value of service offered to citizens improves as well. Employees also serve with confidence and the responsiveness that is required in delivering public services. Furthermore, the most crucial element of recruitment and selection is ensuring that the employee skills and competences match the job (Ashraf, 2017).

According to the Employment Act CAP 226, (2012), human capital formation starts from recruiting and selecting the right employees that match their jobs. This is done through matching employees' ability and skills with the tasks as a result of which the company will be able to attain its aims and objectives. Demographically the workforce is diverse in tribes and genders though the study findings show that there is a challenge when it comes to attracting and maintaining technical and competent personnel in some areas of the country. The selection criteria in Huduma Centres are based on competence and skills. This is to ensure that there is efficiency and effectiveness in work performance. This also increases employee motivation; facilitates easy work processes and in turn enhances employees change management. It also enhances continuous learning and update of employees' skills thus increasing efficiency in delivery of public services in Huduma Centres. Huduma Centre Kenya has used deployment as the major recruitment source. This has enabled facilitation of work in the public service delivery of Huduma Centres in Kenya to be more effective.

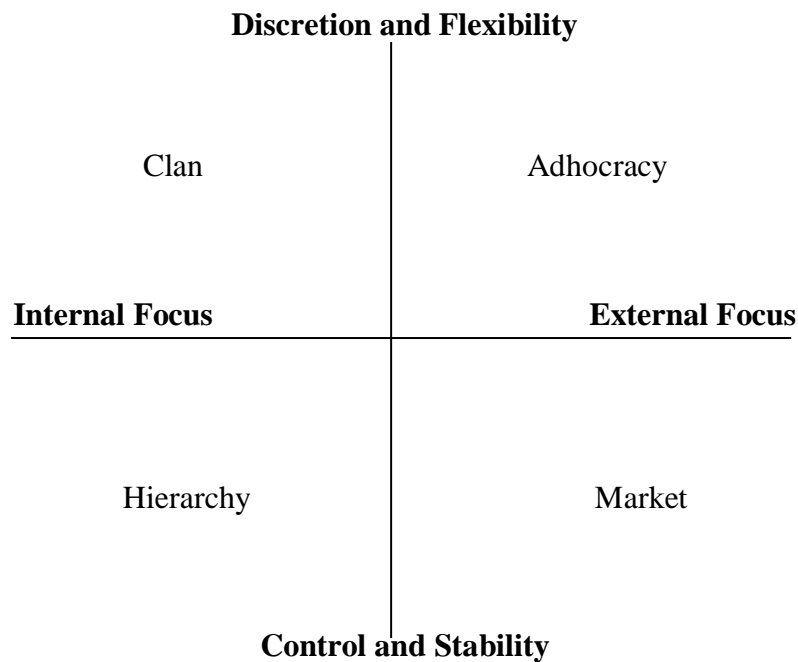
2.2.4 Competing Values Framework

The competing values framework (CVF) is used to evaluate organizational culture as a strategic human resource practice in the public service delivery. Quinn & Rohrbaugh created the competing values system in 1983 and sought to find out what makes organizations effective. The competing values framework analyzes dominant culture of an organization. Understanding the culture of an organization is very vital because it's one of the factors that can prevent organizational change and growth (Cameron & Quinn, 2011). An evaluation of culture necessitates the identification of culturally significant elements (Chidambaranathan & Swarooprani, 2016; Hofstede, 2001).

The competing values framework is built on two dimensions: horizontal and vertical dimension as shown in figure 2.2 below. These assessments create a base for the purpose of diagnosing the culture of an organizational. There is vertical axis area which is flexibility, which means, development and spontaneity, and the control which is continuity and stability. The lateral axis area forms internal orientation, which is, improvement and maintenance, and external section, which is, interaction and adaptation. The two aspects create four different classifications: first is clan culture, then adhocracy culture, followed by market culture, finally, hierarchy culture. These quadrants characterize the main types of organizational culture. The four typologies are represented by a set of values that are distinct, defining the way organizations operates and its efficiency and effectiveness (Sandrk & Huemann, 2016; Yu & Wu, 2009).

Figure 2.2

Competing Values Model



Cameron & Quinn (2011)

To start with, is the clan culture that has an internal focus and also is strengthened by a structure that is adaptable. Clan culture thrives on confidence and loyalty, as well as increased efforts to improve employee communication (Hartnell et al., 2011; Song et al., 2016; Cameron et al., 2006). More so, there's an association, membership behavior and teamwork activities within the organization. The maximum outcomes in the clan culture enhance satisfaction, morale and commitment of the employees (Cameron & Ettington, 1988). Clan as a culture leans towards the emphasizes of human factors, mainly geared towards sharing values among people, giving emphasis to teamwork empowerment and creating an environment that emphasizes on human relationships. Clan culture shows itself on fashioned work environment, that has infrastructure and provisions which encourage proper application of values in the constitution. Its main aim is to create long-term employee development that has great morale and cohesion (Song et al., 2016).

Secondly, adhocracy culture has an externally placed orientation which is held together by a versatile framework. Employees are usually encouraged to take up calculated risks and introduce new goods, programs, or concepts. People are looking for ways to be more creative and respond to changes in the world (Denison & Spreitzer, 1991).

Adhocracy stresses on flexible, adaptive, and innovative ways of organizations. Such type of organizations easily take up risks to engage more of the inventions and the resources in order that more profits are acquired more by means of appreciating new technology, modern systems, approaches and attitudes. Organizations that are able to fit into the dynamics of the environs are usually more maintainable compared to the ones that are rigid. Misigo et al. (2019) postulates that adhocracy culture encourages employees to focus on the satisfaction of the customer and offer support to initiatives that will help adopt the changes in the environment. Creating and adopting the right organizational culture like the adhocracy cultures is very important in enhancing and retaining workers' loyalty to the company. Reason being that adhocracy culture has significant role in an organizations overall performance and success. This is because adhocracy culture affects job contentment and performance. Adhocracy culture focuses on quality, timeliness, effectiveness and efficiency (Njagi et al., 2020).

Market culture is focused on the outside world, and the structure of the organization is strengthened by control mechanisms. This way of doing things stresses on effectiveness so as to satisfy demands as well as expectations of stakeholders. To ensure efficiency and effectiveness in organizational performance, clear aims, goals and objectives and remuneration systems are created to facilitate employee development. A characteristic of market culture is a goal-oriented attitude moving to high productivity as well as competitiveness. In the long run, the purpose of market culture has been to accomplish the

laid down goals of the organization through using competitive strategies (Lee & Chang, 2020; Yu & Wu, 2009).

The culture of hierarchy is internally focused and is held through the means of a corporate structure which is strengthened by means of an internal mechanism of control. Employees of the organization have a tendency of expecting predictability and conformity. Furthermore, the management value outcomes like zero-error recognition, performance, longevity, and thoroughness. Organizations with a hierarchy culture emphasize directives, laws, and regulations to regulate employees' jobs. Predictability, stability, and smooth operations are indicators of organizational effectiveness. Internally, the hierarchy-type organization is based on its activities, aiming for a high level of integration. Organizational leaders also work to create and execute strategies for positioning their company in order to improve results. Organizations must endure and improve their efficiency in order to thrive (Denison & Spreitzer., 1991; Ferreira., 2014; Teräväinen et al., 2018).

A balance among the four different cultures of; adhocracy, market, hierarchy and clan cultures, is very important. It is more possible for an organization to fail if one culture dominates. Hierarchy culture is mostly found in the public service compared to other culture types. In addition, public sector organizations naturally, are not very focused on the market and are more so, interested with agendas of politics. In reaction to political action and legislation, the public sector's organizational culture seems to be more reactive than constructive. Politicians make decisions, and public workers provide services that are paid for by politicians. Reactive nature of public sector organizations claims that the old methods and attitudes have developed professional dominant culture in the public institutions. As a result, public sector organizations have become unresponsive to evolving demands and risk-averse

when it comes to creativity (Chidambaranathan & Swarooprani, 2016; Christie report, 2011; Parker & Bradley, 2000; Windrum, 2008).

Public service human resources have strong social values in comparison to private sector organizations. Public sector ethics consists of a culture of the organization's which encourages the employees in it. This supports the notion that public organizations, usually, have a cultural history and a cultural stance that is integrated. The integrated cultural outlook is where basic values, opinions, and beliefs are held by everyone in the company. Nonetheless, public sector organizations are complex, with a possibility of an existing number of different cultures. This means that methods, the focus on the market, procedures, as well as the results have different approaches, consumer orientation, processes, and outcomes. The hierarchy culture is usually more common in public organizations. The public service organizations are usually not very market oriented and in addition are more interested in political agendas rather than anything else (Drumm, 2019; Greasley et al., 2009).

Quinn and Rohrbaugh (1983) established a new evaluation method using the framework of competing values to determine the need of organization cultural practices and create a main culture type for any organization. Six main aspects of organizational culture are formed by the elements in the four cultural dimensions: To begin, there are the major characteristics: teamwork and a feeling of belonging, level of innovation and dynamism, goal-orientedness and competitiveness, dependence on processes, and an emphasis on performance. The second type of leadership is organizational leadership, which refers to the organizations overall leadership style and strategy. Mentor, the facilitator, innovator, broker, developer, operator, organizer, as well as monitor were the positions for leadership. Thirdly, employee management demonstrates how workers are handled, as well as the degree of consultation, engagement, and agreement, as well as the working climate. The fourth one is the

organizational glue. This shows cohesion and cooperation, dedication and loyalty, versatility and entrepreneurship, rules and regulations, target focus, and competition. All these bonding mechanisms keep an organization together. Fifth, there is the strategic emphasis which involve organizational strategy triggers that include long-term human capital development, innovation, sustainability and competitiveness, advancement and acquisition, goal achievement, and finally, the success criteria that show how success is defined and the one that is given profits, the market share and penetration into the market, concern for individuals and sensitivity to customers, establishment of new services and products, optimum cost. Competing values framework helps human resources management in the public service is able to find weaknesses, strengths, and advancement opportunities. In this course a fourth dimension, motivational trait was added in competing values framework in order to capture the conflicting principles of mind and heart that often control human resource management attitudes and decisions motivational trait identifies intrinsic benefits of soft human resource management besides laying too much emphasis on the hard aspects of human resources (Grabowski et al., 2015).

Competing values framework (CVF) works to address uncertainty in organizations. The competing values framework suggests that people who continuously come together must create internal mechanisms and processes that ensure feasibility of the internal functions. Organizations should look at environmental changes and come up with ways of renewing and adapting, like developments and innovation and being able to function flexibly. Balancing modern developments by an organization is very important. When an organization over emphasizes on one thing while ignoring others, it seems not to exist (Quinn & Rohrbaugh, 1983).

According to Yu and Wu (2009) competing values framework is very convenient for practical operations in organizations. Rukh and Qadeer (2018) postulates that, culture diagnosis, is very important, especially in public service delivery due to the complex and dynamic social, political and economic environment. Organization development initiatives succeed through a change of culture. If culture diagnosis is ignored or misunderstood, the organization may not achieve its full potential in productivity. Organizational managers who are more familiar with internal processes, such as human resource management, are more likely to detect internal values first, while managers whose job descriptions are more related to external focus, such as strategic management or, marketing are more likely to detect external values first. This goes hand in hand with creating a balanced focus between the internal processes and the external aspects of the business environment that may influence the organization in one way or the other. This balanced focus enables the organization to plan ahead and to focus more on the required needs of the organization (Zlatković, 2018).

Employee's beliefs, values, attitudes to change in the public service are very important. Readiness for change and the understanding of change factors in the environment is very important in an organizations culture. Culture has an effect on employees' understanding of time, place, as well as their understanding of authority and work behaviors and schedules. Employee motivation is also affected by the organizational culture. A motivational approach can gain or lose its motivation influence in varying cultural settings. Therefore, individuals' desires that don't conflict with their work environment should be satisfied. Organizations should be conscious of their own distinct organizational cultures laying emphasis on the motivating methods which will motivate people in a particular culture adopted instead of applying the same or a general motivational tool on every employee. This contributes to a

better understanding of employee conduct in the public service, and to directing employee behaviors towards organizational goals and objectives (Can, 2018).

Firm culture, is the force that binds non-human resources and HR resources in an enterprise so as to foster teamwork and good performance. Organization culture is a set of rules as well as norms that employees consider to be their job environment, and these practices affect the way employees act to adjust in order to attain goals of an organization. The way that organizations participants communicate with each other and with all other stakeholders is referred to as organizational culture (Schneider et al., 2014; Simoneaux & Stroud, 2019).

The ideals and principles of public service play an important role in shaping, steering, as well as giving information on formation of a nation's workplace culture. Regulations, standards of behavior, rules, and guidelines also govern public sector. Respecting human rights, responsibility, openness, morality, and better governance are among the principles as well as values of the constitution that the Kenyan commission is charged with promoting, evaluating, and reporting (GoK, 2019).

Organizational culture that incorporates work professionalism and meeting interest of the general public is very important. There are more than ethical values that would ensure accountability and public trust in public service delivery. Employee loyalty to his or her work and to the government helps better public service delivery. Corporate culture plays a big role in aligning the organization's potential business growth. Inside a good organizational culture, organizational members have shared views about the organization and are aligned with organizational principles (Chuda & Wyrwicka, 2016; Flamholtz & Randle, 2012; Schopohl et al., 2020; Zaini & Kuppusamy, 2017).

Within a healthy corporate culture, managers inspire workers to play a part in strategic decision making processes. Furthermore, according to Miguel (2015), employee involvement in corporate process of making decision is important for improving efficiency. Employees can instill a sense of belonging and accountability when they take part in organizational decision-making (Bhatti et al., 2020). Workers' loyalty and dedication to the company increase significantly if they develop a culture of ownership and responsibility, even if they are not closely supervised (Nikpour, 2017).

Responsive and clear contact is used by corporate managers with a good organizational culture to empower workers and improve service quality (Kohtamäki et al., 2016). Organizational participants can quickly exchange relevant information around the company in an open communication culture (Simoneaux & Stroud, 2019). The mission, according to Handayani et al. (2018), involves a specific path and vision, strategic decisions and purpose, and organizational priorities and objectives used by firm executives to guide activities of the organization.

According to this research, there is good leadership that has facilitated effective delivery of services. This has been achieved through open communication thus leading to a culture of implementation that is transparent and accountable of public service. Also, image of public sector delivery has greatly improved due to change of the organizational culture. However, unity of direction has not been fully achieved in the public service. This is because every ministry has its own regulations, norms and standards which need to be regulated to ensure that there is unity of direction which can reduce or eliminate the public silo mentality in different ministries. Research findings also indicate that there is accountability of work in Huduma Centres, observance of public service principles and reverence for the adherence to the rules in the provision of government services in Huduma Centres. Employees are also

committed to their work through observance of public service values in Huduma Centres. However, the influence of organizational culture need to be relooked at and reevaluated to know its extent of relevance and performance in service provision in the public institutions

2.2.5 Herzberg Theory of Motivation

Herzberg theory of motivation explains the independent variable of work environment. Work environment is an important factor in public service delivery of Huduma Centres in Kenya. A work environment is one in which the working experience is flexible pleasant and sufficient resources are available (Kossivi et al., 2016).

Fredrick Herzberg developed this motivational model in 1959 from Abraham Maslow theory of hierarchy of needs for job satisfaction where he came up with two categories of work factors namely; hygiene factors which he referred to as ‘dissatisfiers’, and motivation factors which he referred to as satisfiers. Satisfiers brought about satisfaction and they included achievement, praise, the work itself, accountability and progression. Management style, Institutional politics, compensation, supervision, work relationships, and working conditions, on the other hand, all of these factors will demoralize employees, according to Herzberg. Hygiene factors do not cause happiness, but they can cause frustration or short-term motivation, whereas motivating factors have a longer-term impact by bringing good emotions into the workplace and converting dissatisfaction to satisfaction. If hygiene factors such as working conditions, supervision quality and degree, policy and administration, remuneration, personal relationships, and security of the job are lacking, the chances likelihood of dissatisfaction among the employees increase (Gawel, 1996).

Motivator-hygiene theory emphasizes on identifying the employees’ individual needs, their strengths, and the determination of satisfying those needs. These motivators which include recognition, accomplishment, advancement, development, work, and obligation can

contribute to employee satisfaction, but they do not reduce the degree of dissatisfaction. It's indeed important to meet hygiene requirements to minimize work dissatisfaction. More so, it's very important to focus on the motivational elements so as to boost and increase work satisfaction. Motivators are intrinsic factors which raise job satisfaction of employee, whereas hygiene factors represent extrinsic factors which dissatisfy workers. According to Herzberg, to have full stock of hygiene factors doesn't really guarantee satisfaction. Variables to motivation should be addressed so as to enhance staff performance and effectiveness. Aspect of working condition is the highest significant for job satisfaction. Employees value the working environment as most significant element that determines job happiness (Yusoff et al., 2013).

Satisfaction factors or motivation factors comprise characteristics based on the nature of the job itself, while hygiene considerations are related to the context in which the job is performed, such as management and company policy. These hygiene factors continue to be important in order to prevent negative feelings at the workplace. On the other hand motivators are also the compelling reasons that inspire workers at work. In short, hygiene considerations are elements of work that keep workers from being unhappy or prevent them from being dissatisfied. However, motivators identify work characteristics that give employees the feeling of being contented and satisfied (Alfayad & Arif, 2017).

Organizations use Herzberg's motivator-hygiene concept so as to build possibilities for workers personal development, enrichment, and appreciation for employees. There is need for employees to be given promotion on finishing some levels in their career, be recognized, and be granted the authority to decide how to manage tasks related to their jobs. Hertzberg model is not able to give a difference related to physiological and psychological factors more so, fail to accurately clarify the concept of motivators and how they vary from hygiene

factors. Motivator-hygiene notion fails to expound on degrees in satisfaction as well as dissatisfaction as an indicating measurement rather than the use of numbers. It creates assumptions that everyone in the organization will respond same way in a related situation (Badubi, 2017).

Working environment has an encouraging influence on employees work satisfaction. Poor conditions of work prevent personnel from portraying abilities that they possess to achieve maximum productivity. Organizations should therefore, recognize the importance of a facilitative working environment. This study, impacts upon the future performance of strategic human resource practices on public service delivery, whilst also, prioritizes the workplace environment, in order to boost employee motivation and engagement. Through proper job environment, employees can produce better outcomes. This also helps workers to have it easy to work in a comfortable and unrestricted atmosphere without feeling weighed down or under pressure, which would affect their efficiency. As growth efforts increase, the gains made in the business world would directly benefit a country's economy (Armstrong, 2008).

In such circumstances, the country will be able to deal with the minor issues that arise because it will be in a good position to do so. The advantages of having a pleasant work atmosphere for workers are enormous for both the company and its employees. Working environments where employees are involved through working hours that are flexible, reduced work burden, attitude towards team work in addition to senior management support increase employees' productivity. This increases the level of employee job satisfaction, increasing employee commitment towards work, being increasingly motivated to work extremely hard in an increasingly motivated way so as to increase efficiency in the long run (Raziqa & Maulabakhsha, 2015).

Hired workers are supposed to be given jobs they are educated and are ideally qualified, so that they can then love to do that which they know best. When subordinates are given responsibility and power, they become highly motivated. Hardworking, creative, and ambitious employees should also be given the chance to achieve their full potential. Workers who also are highly motivated have a sense of belonging, achievement, as well as appreciation. Employees who are empowered are much more motivated to put extra effort to maintain their relationship with the company. Since they are highly motivated, they will carry out their duties with a sense of responsibility, integrity, and reliability. Many motivated employees are rewarded in their efforts to do a good job in their employment. Employees' interests and desires should be examined. Seminars and workshops should be made available to workers because they play a crucial role in analyzing past experiences with criticisms and presenting solutions and remedies to current challenges and concerns in the company's and employees' best interests. Management therefore, require to make efforts so as to make working conditions better, improve job security, reduce job dissatisfaction, and inadequate management to a level that would make workers happier with their jobs while also trying to create materials and equipment for the workplace that will improve productivity and effectiveness (Osabiya, 2015).

Public service environment is increasingly dynamic. To be more effective, the management of human resource should be more innovative. The public service system encourages employee creativity by promoting new ways of thinking, new concepts, and working practices. Government preparation and policy implementation are dependent on the efficiency with which their staffs, i.e. civil servants, carry out their duties to the government. For public servants to be innovative, organizations should create a healthy favorable work climate. Government workers who are responsive to new ideas and also have a positive

attitude will help expand and update abilities of the current delivery system and create a new delivery system in the future service. Although the ongoing standard processes and bureaucracy are important for administrations to run smoothly, they should not come at the expense of the creation of a pleasant working atmosphere. The aim of this study of public-sector employees' attitudes toward innovative work behaviors is to get a general sense of their attitudes toward innovative work behaviors in their workplace. As a result, public servants' attitudes and actions reflect the organization's creativity and the standard of services delivered to public customers (Yunus et al., 2014).

Workers who are aware of Huduma's strategic objectives, saw them as significant, and appreciated how their work largely and directly contributed to the accomplishment of the priorities of the organization. Employees report high degree of job involvement when resources are well distributed and equally shared. This also, is particularly significant given the wide variety of individual and organizational outcomes affected by job participation.

Huduma Centres greatly enhanced work engagement through restructuring jobs to improve job resources and by trying to implement governance and team-based strategies in all the Huduma Centres branches in Kenya. Examining the differences in the results of various job tools reveals the same resources with the biggest impact on the workplace participation as well as promotes tailored interventions in the organization. Improving strategic implementation of work environment helps in sustaining work involvement levels that are high. Strategic implementation of work environment enhances public service delivery of Huduma Centres in Kenya. Strategic implementation of conducive work environment has been enhanced through proper work processes, work layout and space to influence public service delivery of Huduma Centres in Kenya. This has helped public service delivery to be more accessible and reliable. To date, the majority of research has concentrated on job

demands and resources as the foundation of work participation, though the every organizational system and resources of the organizational also are likely to play an important role. This research demonstrates strategic implementation of favorable work environment and how it helps in efficient delivery of public services. Furthermore, despite the scarcity of empirical research on mutual relationships between resources of job and work participation, this study shows how conducive work environment has a positive effect on public service delivery (Biggs et al., 2013).

The manager's ability to build a motivating environment for their employees is vital to the success of every company. Today's managers face a difficult task of keeping their workers motivated and efficient in the workplace. Each employee's behavior and what motivates them personally must be understood by the manager. Managers can select which rewards to use to motivate employees by taking into account their needs. Most organizations prefer to reap the benefits of great employee behavior at work by establishing a win-win situation for both the organization and the employees. Motivational theories are designed to predict behavior. Motivation is not the act of behaving, nor is it the act of doing or performance. Motivation is concerned with behavior, as well as the internal and external factors that affect a person's decision to take action. It concerns monetary compensation, such as wages and fringe benefits, job security, advancement, service contracts, workplace environment, and working conditions. This is what needs to be done to or with people in order to inspire them. Extrinsic motivators can have a fast and powerful effect, but they don't often last. They are mostly determined at the corporate level and thus beyond the individual managers' control (Armstrong, 2008; Mullins, 2016; Osabiya, 2015).

In view of the study's results, a recruited employee should be assigned to a job for which he has been qualified and is ideally prepared, so as to enjoy doing work to the best of their

knowledge. When given responsibility and authority, subordinates are often highly motivated. Staff members who are hardworking, skilled, and ambitious should be given the opportunity to reach their full potential. There is distinction between employees who are adequately empowered and those who are not. This means that motivated employees have a sense of belonging, appreciation as well as accomplishment. Employees aim to ensure that they associate with the company if they are motivated by it. They can carry out their responsibilities with a sense of duty, modesty, and reliability because they are extremely motivated. All motivated employees are cherished in their efforts to do a good job in their employment. Employees' interests and desires should be investigated. Seminars and workshops should be made available to workers because they have a significant influence in analyzing experience with criticisms and presenting suggestions and remedies to current challenges and concerns in the greatest interest of employees and the firm. Periodic performance evaluations, and rewards based on systematic appraisal, may also help inspire employees (Osabiya, 2015).

The biggest challenge in employee motivation is how appropriate the motivation technique implemented is. That which motivates one employee may not necessarily motivate another. For employee motivation to achieve its objectives, it requires a suitable work environment. Motivation approaches can vary depending on factors like the culture of the organization and the social environment. In different organizational cultural settings, a motivational strategy can lose or increase its motivational power. Therefore, every of each employee's needs and desires, which go hand in hand his or her social context, must be fulfilled (Can, 2018).

According to this study, the working environment in Huduma Centres is motivating and thus increases quality and effectiveness In terms of service delivery to Kenyan citizens. The working space and layout in Huduma Centre is sufficient and convenient for public service

delivery. In addition to that, integration of work activities within one building enhances service delivery and the study finally established that the work processes are quick and reliable. Lack of provision of working tools in Huduma Centres can be a potential demotivator.

Nevertheless, the working hours are efficient and this has enabled the public customer to be served at their convenience. Employees also work in shift and this has enabled that there is flexitime that helps reduce, monotony of work and burnout by the employees. The study shows that the working space in Huduma Centre is sufficient for public service delivery. More so, the workplace layout is convenient for public service delivery. The research established that the work processes in the Huduma Centre is effective and the public customer is able to be served conveniently.

This has clearly been brought out by the integration of work activities within one building which has in turn enhanced public service delivery. The study established that the work processes are quick and reliable. The work processes have also been speeded up by the modern technology where employees are able to access some services through the internet. This has made the work of the public customer easier, convenient and faster. The findings also showed the rule of law in Huduma Centres is respected. This facilitated the effectiveness of the work process in that the public customer is given the attention they need and are served promptly. This has helped to save time and reduce long queues in the Huduma Centres. The research findings depict that, there is no provision of enough working tools in Huduma Centres. However, the influence of work environment requires an in-depth evaluation as to whether indeed it provides the employee motivation required.

2.2.6 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).

More so, 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).

Government policies have a significant impact on work environment. This enables government to create a favourable work environment which in turn enhances effective public service delivery. Government policy is a collection of rules and principles designed to improve decision-making and achieve positive outcomes that profit a society or organization. This explains reasons why and how things are done are determined by government policies. Governments are always looking for ways and implementation methods that facilitate and enhance the wellbeing of its citizen. There is need for a balanced focus by the policy makers in the implementation and the assessment of the effect policies can have on organizational productivity. Government policies focus on regulating the behaviour and performance of organizations, and can help protect the rights of workers by providing enforcement of the issues affecting them through government policy decisions (LiveCareer, 2017).

Employee efficiency, approach of management and attitudes, should all be transformed if public sector is to perform a significant role in a country's national development. This ensures quality service delivery to the Kenyans. However, this needs a change in focus from the laid down processes to the results. The new path is transforming service provision, making sure there is a clearer and reasonable line of sight in the Kenyan constitution, 2030 vision as well

as Medium Term Plans. More so, it has a strong link with sector plans, County Integrated Development Plans, Annual Work Plans, Ministerial Strategic Plans, Performance Contract Targets and Staff Performance Appraisals (GoK, 2015).

2.3 Empirical Literature

2.3.1 Employee Training

Luballo and Simon (2017) conducted a study in Siaya 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.

2.3.2 Organizational Culture

The strength of organizational culture is reflected in a firm's continuity, according to research findings. Furthermore, Handayani et al. (2018) found that engagement and ability to adapt principles of culture of an organization has a direct effect on service delivery, while quality and mission principles have an indirect impact on organizational success. Adaptability and continuity are linked to a positive association in strengthening organizational efficiency while on the other hand, discovered a connection between organizational purpose and service delivery.

However, according to Gheta (2017), there's also no theoretical evidence to develop expertise of managers who work in the field of corporate culture effectiveness in enhancing business efficiency. Those employees and company executives, who develop mutual respect, competence as well as support, combine their skills and experience to improve service delivery (Miguel, 2015).

Sengottuvel and Sengottuvel (2020), postulate that all dimensions of organizational culture are found to have a major impact on service delivery, with strategic emphasis being one of the most important indicators of organizational success. However, According to Nikpour (2017), organizational culture has an indirect effect on service delivery because it is mediated by employee contribution to the organization. Organizational culture and service delivery

have a relationship that is positive. The case study findings also show that such an effective corporate culture is an important aspect in service delivery (Simonaux & Stroud, 2019).

Leithy (2017) found no evidence of a significant link of organizational culture and success. Furthermore, organizational performance can be attributed to both job-related behaviors and work behavior regarding organizational performance. The majority of research concluded that there exists good link between firm culture and provisions of services. However, current empirical results suggest that there is no such connection between organizational culture and organizational success.

More so, Yosinta (2016) sought to investigate the relation between corporate culture, public sector management and government sector performance. The project had run into a number of issues, many of which were thought to be caused by organizational culture. This had been anticipated that better performance would necessitate a transformational change in the civil service's organizational culture mostly in pursuit of market-based or modern public management principles. According to the results of the study, there was no dominant culture in the provinces. Rather, it was discovered that having a strong culture is significant, supported by participative leadership and appropriate management. There was also the leadership style that was deemed to have an impact on whether public services worked well; this seemed to be done by a combination of tasks and people attention. As a result, rather than a transformational cultural change, more effective management and leadership may be needed.

Misigo et al. (2019) investigated the impact of the organizational culture of Kenya's Ministry of Water and Irrigation on employee success in the public service. The study looked at the connection between organizational culture and efficiency. The study established the influence of organizational principles, communication, remuneration policies, and mission on job

success. The results showed that organizational principles, communication, incentive programs, and mission all had a positive impact on success. According to the research, there should be policies in the civil service which address these variables because they were found to have a positive impact on the organization's success. Only the Ministry of Water and Irrigation was included in the research. The study concluded that organizational principles were critical to the organization's overall success.

According to Maina (2016), the culture of transformational stewardship influences service delivery in Kenyan county administrations. In a descriptive and correlational analysis, the primary data was collected utilizing a standardized questionnaire. The study looked at 363 county executives from Kiambu, Kirinyaga, Murang'a, Nyandarua, and Nyeri counties in Central Kenya of various management categories. The sample size was 90 respondents, and stratified random sampling design was utilized. In addition, descriptive statistics and regression analysis were performed. The findings reveal strong positive linear associations between intra-personal traits, operating mentality, inter-personal traits, as well as consciousness of change, all of which have been shown to have a major influence on delivery of services. Change consciousness is important for county operations; therefore, effective communication methods are required to keep up with the dynamism that devolution brings. Political influence should be minimized, and standards should be set up to establish type of experts required in county management roles. To grasp corporate environment, they should also improve their personal competencies. County governments must improve efficiency and hence provide good service, boost recruitment levels, particularly in county health facilities.

Hassan et al. (2017) also agree that the culture of transformational leadership style has a moderating effect on integrated service strategy and service delivery in Kenyan Huduma Centres. A cross-sectional survey research approach was used in this study based on

leadership and new public management theories. Employees at Huduma Centres made up the target population. The methods employed were stratified random sampling. The study engaged the participation of 335 persons. Primary data was collected via questionnaires, and validity was determined using a pilot test. The data was analyzed using both descriptive and inferential statistical methods. Results showed that the association between integrated service strategy and service delivery was influenced by the organizational culture of transformational leadership style.

According to Kahuari et al. (2019), there exists positive substantial relationship between the culture of an organization on transformational leadership and Huduma center efficiency in Nairobi County. Study used a descriptive research design. The study's participants were 281 people who were chosen from five Huduma Centres in Nairobi County. The study's respondents were chosen using simple random and stratified sampling approaches. A total of 165 employees comprising of managers, counter and service representatives from the five Huduma Centres were included in the study. Primary data was collected through questionnaires. Multi regression analysis was used to examine the data. Despite the fact that technological efforts and change management are thought to have an impact on organizational performance, Huduma Centres were not adopting relevant technology and change management activities to a great extent. In this regard, the study suggests that increasing organizational competitiveness will be a difficult challenge unless Huduma Centres management accepts technological initiatives and change management approaches. Cronbach's alpha was used to examine the internal reliability of each variable in the study. According to the results, leadership styles have moderates the relationship between e-government and delivery of services. The links between the notions of e-government and service delivery were affected by both transformational and transactional leadership styles.

Ngari (2017) posits that, increased competitiveness and globalization, has a link between temporal time management and employee performance. As evidenced by allegations of unrelenting financial and managerial troubles, Kenya's service state corporations have not performed as intended. Service state corporations must constantly innovate, improve their performance, and promote their products and services competitively in order to be self-sustaining. The control of temporal time is critical to reaching this goal. The overall goal of this study was to see if there was a link between workplace chronemic work culture and employee productivity in Kenyan service sector companies. To choose a sample of employees from the service state corporations, the researcher utilized an explanatory survey study methodology and simple random procedure. The study produced both qualitative and quantitative results. Multiple regression model was employed in this study. 342 employees responded out of 375 who were targeted in various categories. Cronbach's alpha is used to measure reliability. The study's findings revealed that workplace chronemic culture is an important area in which an employer should focus in order to establish a positive work environment.

2.3.3 Work Environment

Van Loon et al. (2015) in his study on the positive and negative aspects of public service motivation (PSM), connection between public service motivation and the welfare of employees, whether public service motivation depending on the organizational setting, has a favorable or negative relationship with work satisfaction and burnout. One of these is organizational rationale, such as 'people processing vs. people changing.' The findings show a context-dependent approach to public service motivation is required to comprehend the complexities of motivation and engagement of employees. The research hasn't looked at how context influences whether public service motivation 'is either a dark or a bright force', for

instance, looking at structural obstacles, job styles, and classic public agency characteristics like ambiguity of roles. This research has revealed some interesting findings in the field of management that there is no single organization can account for all of the variables influencing PSM, but that civil servants ought to be cognizant of the information and rational thinking their organization sends to their employees and how this affects their well-being. Bringing employees closer to beneficiaries, for example through participation of the citizens and visits on the site, could be beneficial to 'people-processing' organizations.

According to Bakker (2015), the focus on customer care and empathy can work against a company in a people-changing environment firm because it has the potential to push highly driven workers to their ability limits. Management stresses the short versus long term, as well as the general welfare versus the individual welfare, with the latter benefiting only if workers remain safe. However, other HRM strategies and their effects on public service delivery were not considered in the study. When they first start their careers as public servants, they are highly motivated. The way public employees cope with the responsibilities and resources of their daily jobs is determined by individual public service motivation.

Bakker (2015) continues to add that, because of employees' perseverance and efficiency, they are capable of meeting their work demands and avoid fatigue. Furthermore, their feeling of belonging motivates them to deploy their job resources so as to remain committed and perform successfully. If work expectations are constantly high and job resources are continually inadequate, highly motivated government workers will exhaust their psychological resources, resulting in a drop in public service motivation. As a result of reduced public service motivation, the loss cycle of work demands, fatigue, and self-undermining may be strengthened, whereas the benefit cycle of work resources, commitment,

and constructive behaviour may be weakened. Managers and workers in the public sector may utilize this data so as to refine their work requirements and resources daily.

Hafee et al. (2019) posits that organizations should be able to maintain a favorable work environment to increase the productivity of employee. This is because the performance of employees and their work environment have a direct positive relationship. Employee health was used as the mediating variable and linked to employee's productivity and their physical and behavioral environment. The purpose for this study was exploring the way workplace climate affects employee performance in Pakistan, using a questionnaire survey tool. Information was analyzed from 250 employees employed in Pakistani software companies.

A conducive work environment is important for organizations employee productivity. Employees working in an organization that use technology more, need appealing, peaceful and cooperative working environment to maximize their work effectiveness and productivity. In an organization, a motivated employee is important, as are adequate lighting, a noise-free office, and comfortable seating. Tea and lunch break subconscious overtones, as well as a comfortable working atmosphere, are behavioral factors. The behavioral factors include tea and lunch break involuntary overtone and friendly working environment. In a work environment both physical and behavioral elements exist. The physical environment is associated with employee's aptitudes and attaches physically to the environment of the employee. The physical environment is linked to the behavioral environment which has a positive impact on individual employee behavior. Therefore, a conducive work environment is essential function in influencing employees' motivation, efficiency and performance.

Employee commitment to an organization, according to Sharma et al. (2016), affects the way they act at work. This includes their level of motivation, innovative behavior, absenteeism,

their interaction with their fellow colleagues and job retention. Purity et al. (2017) adds that employee productivity is of great interest in any organization and is reflected by the working environment. Moreover, Eberendu et al. (2018) agrees that other factors in the work environment involve design of the furniture, noise, ventilation, and lighting, support of the supervisor, safety measures, workplace space and communication.

Wangechi and Ndeto (2019) established that various working environment factors highly influenced their work productivity in a study done in Nairobi city council. Most of employees agree that the physical working environment aspects as workplace, like office space and furniture for the workplace, appropriate equipment, reduced noise, illumination, and temperature, made a significant contribution to employee comfort and helped boost employee performance. The study found out employee productivity is influenced by physical aspects as workplace rewards, training and development of employees, supervisor support, as well as the physical environment. Target population was 1872 and 320 respondents of employees of Nairobi city council as the sample arrived at through stratified simple random. Quantitative and qualitative data analysis was done. A good working environment ensures that employees achieve high productivity.

Usha et al. (2017) adds that work environment of employee enhances employee performance. Furthermore, physical workplace environment factors have an impact on employee productivity, employee fitness and safety, employees' wellbeing, employees job focus, job satisfaction and employee morale. The physical environment include the layout of the office, the setup of the work station, the nature and quality of furniture and equipment, working space, vibration, temperature, air quality, illumination, noise, radiation, and ventilation. It's revealed that providing good working condition is one of important factor in influence the labour to retain in the job for a long period with satisfaction. Particularly the work station set-

up, influence the laborers to be faithful, sincere and also influence a good industrial relation inside the organization. Descriptive research design was adopted and qualitative and quantitative data analysis was done. Data collection was done using questionnaires.

Duque et al. (2020) posits that the modern aspects such as; working styles and also the physical environment remain vital in enhancing employee engagement. This is in a study that assessed the connection of the factors in the physical environment with scopes which incorporate latest working methods and more so, to the way employees are engaged. A survey research of 126 respondents was analyzed. The findings reveal a strong favorable association of factors in physical environment and job commitment. It has been found that modern work approaches are a strong indicator of job satisfaction. The findings add to existing knowledge on employee engagement experiences which involve the factors in the physical work environment and the new approaches of work.

Girdwichai and Sriviboon (2020) in a study on motivation of employees and organizational performance sought to find out if work environment and employee training really matter in the workplace. Furthermore, the research examines the role of the workplace environment and employee training in mediating the relationship between motivation of employees and performance. Survey method is adopted to collect data through the use of questionnaires. A conducive working environment was identified to enhance work performance in an organization. It shows that introducing a relax work set up in an organization encourages employees to become more innovative and have a relaxed work atmosphere.

Mulang (2021) add that to retain employees at the work place, work environment is very important for an organization to achieve its goals. It is considered that in the service industry employees' deal with customers or consumers directly and in a more personalized manner. The interaction with clients depends on type of business and the job. The interactions with the

employees and clients sometimes end up moving from the physical to psychological aspects. In the psychological environment, decisions are made, there is stress and support and workload are involved. In order to retain employees in an organization and to ensure that they are committed to work, it is extremely important to appreciate employee needs and ensure there is a pleasant working environment.

In addition, in a study of Alias et al. (2019) the choice a worker has on whether to quit or to remain at work, employee retention is influenced by the work environment. Reducing employees stress and anxiety are well achieved in a conducive work environment. Recognizing employees' responsibilities, clarity of work, consultative decision making, and helping in work challenges, offering support, and managers who are responsive to work processes are important factors in the working environment. In a favorable work environment workers feel attached to the organization.

Atalya and Genga (2019) investigated HRM strategies on employee retention in Machakos County. Workplace practices are discussed, as well as their impact on employee retention. Higher benefits and remuneration, work-life balance such as working in shifts schedules, scholarships in career advancement, employee training and development, and other motivational strategies are linked to making it possible for employees to be innovative and creative, as well as involvement in the process of decision-making hence having a sense of belonging and having a sense of ownership of the organizational processes. This study employed a descriptive survey research approach.

Data was gathered through use of questionnaires. In Machakos County, the study looked at 464 workers in eleven departments. A total of 94 people were surveyed. For dependability, Cronbach's alpha was utilized. The regression model was employed in this study. Workplace conditions should be improved, better remuneration packages should be offered, work-life

balance should be provided, and professional progression chances should be provided. However, this study concentrated solely on networking and safety, ignoring the physical environment.

According to Kamanja et al. (2019), Employee engagement is boosted by a favorable work environment therefore, enhancing organization's productivity. This was revealed in a study of Kenyan central government ministries, including Meru County as a case study. The link between the workplace environment and employee engagement was investigated. Using standardized questionnaires for data collection and correlation, ANOVA, and Multiple regression analysis, a descriptive survey of 2410 employees and a sample of 241 employees of central ministries in Meru County was conducted. The software utilized was SPSS version 20. Employee engagement was positively influenced by the physical and social work environments, but not by the psychological work environment or work place flexibility. According to the report, devolved central government departments should prioritize improving their physical and social work environments. Measures should also be taken to improve the psychological work environment, which, while it did not have a major impact on engagement, had a good link with it. Workplace flexibility had no major impact on employee engagement and, as a result, should be ignored. It was suggested that employees' physical working conditions be improved and that attractive benefits be provided. In terms of the influence of workplace flexibility on employee engagement, the study revealed that the central government does not practice workplace flexibility for its employees and that there is no link between employee engagement and workplace flexibility.

2.3.4 Recruitment and Selection

Sajeena (2017) investigated the influence of public sector recruitment and selection practices. Primary data on various elements of recruitment and selection were acquired from employees of various organizations by use of questionnaires. The focus is on the latest developments in public sector recruitment and selection tactics, as well as the significant challenges that organizations confront. In several spheres of economic activity involving large investments, public sector undertakings have risen significantly. They have made significant contributions to the Indian economy. The research was undertaken in public-sector organizations. Companies appoint employees based on a variety of standards. However, the survey reveals that all firms have a recruitment policy. According to the research, most people are hired based on their qualifications and experience. It was backed by the majority of workers, who are pleased with the public sector's hiring practices. The study concludes that public sector undertakings' recruiting and selection strategies based on the direct technique are effective.

Oh and Mi (2016) looked at how the hiring process affects employee productivity in both the commercial and governmental sectors. The study's findings demonstrated that there is a significant disparity between the private and public sector selection processes firms, as well as the productivity gained as a result of those processes. It's discovered that elements that influence the process of selection in both the private and public sectors are comparable. The study concludes that in order for both private and public sector businesses to have healthy and suitable staff capable of high production, they need develop a rigorous and rational selection procedure and follow it without fail. During the selecting process, they should always evaluate aspects such as educational qualification, experience and geography, with no iota of bias, discrimination, or favoritism. For data collection, the study used a survey design using a questionnaire. To determine the instrument's reliability, a test-retest reliability

approach was used. Data was gathered from 216 respondents in Makurdi, Benue State, who were picked at random from private and public organizations. The data was analyzed using the t-test analytical tool and the statistical program for social sciences.

According to Deressa and Alemayehu (2019), recruiting and selecting the proper employee is an important part of building a workforce in the public sector in order to fulfill organizational goals. The case of Ambo town was used to examine the recruiting and selection methods in the public of Oromia regional state, west Shao zone. Quantitative and qualitative data from of primary and secondary sources were utilized in a descriptive design study. Primary data was acquired from 51 public servants and authorities in Ambo town through an in-depth interview and questionnaire, and analyzed using SPSS version 20 software. Employees were unaware of formal recruitment and selection policies and the recruitment and selection process was not monitored to ensure fairness and transparency. There were numerous internal and external challenges in the implementation of recruitment and selection, duties and responsibilities, including limited choice, inefficiency, labor shortages, and the high cost of advertising. It is critical to form a team of professionals to oversee the recruitment and selection process. In the recruiting and selection process, the town should clearly establish the recruitment and selection specifications of candidates. Employees at the department head level and human resource heads should be made more aware of the recruitment and selection policy and procedures through on-the-job and off-the-job training, as the company's survival and existence are dependent on human resource capability. In addition, institutions should improve monitoring and assessment capabilities. Finally, it's important to use a variety of recruitment and selection approaches when sourcing individuals in order to guarantee that vacancy announcements reach a larger audience and generate a larger number of qualified candidates.

Adam (2020) posits that economic, legal, as well as political systems are challenges of today in people management practice in recruiting and selection in African organizations. The economic system of a country always has an impact on the implementation of people management. This can take many forms; for example, because educational system of such a country seems to be almost inexpensive or provided by the government, there will always be opportunities to develop human capital and technical expertise for social economic system. However, in the capitalistic economic system, people have few possibilities to grow human capital or technical expertise, and acquiring information and skills comes at a great cost of resources. Investors therefore, include provisions for doing employees training so that they can gain the necessary expertise and qualifications. Every country has its own legal system, which is sometimes altered or accepted by African countries from other international ones. This is qualitative research because the sources are secondary and empirical. It's a non-probability research based on facts that many writers have already deemed appropriate, and because the population wasn't selected in this case, qualitative and theoretical interpretations were formed.

Adams (2020) goes on to say that in African nations, it is common to assume that a job opening has already been filled before hearing about it, and that the advertisement is simply serving as an indication of the recruitment process. Human resource management is practiced in several African countries in a disconnected manner. This is due to the fact that laws seem overly harsh on employees getting justice and compensation, yet they lack corresponding human resource management concepts to manage employment matters and not referring them to the courts or government commissions. Recruitment process in Africa is mostly focused on who you are connected with, and who is acquainted with you.

Hur-Yagba (2021) investigated the impact of the Nigerian railway corporation's recruitment and selection procedure on staff performance. The results demonstrated that the recruiting and selection process has a substantial impact on performance and has evoked significant employee creativity, particularly in the recruitment source and recruitment selection policy. There should be no government or political influence in the recruitment source or policy. The population was 656 people in 9 corporation departments, and a sample size of 248 was chosen at random from these departments using Taro Yamane's sample size determination technique. A well-structured questionnaire served as the primary data collection tool. Questionnaires and personal interviews were used to gather information. The data was examined using correlation analysis.

Tumwet et al. (2016) investigated use of recruitment and selection techniques by county governments as a predictor of employee performance. Human capital theory led the research. A survey method was used together with a descriptive design. The target population included all county employees in middle and senior management in Kenya's 47 counties, with an estimated total workforce of 58,617. Using a basic random sampling procedure, six counties were chosen for the sample, and 224 employees were sampled using a stratified random sampling technique. Questionnaires were used to collect data. Cronbach's alpha was employed in the analysis, as well as the SPSS computer program, descriptive statistics, and correlation analysis. The findings of the study shed insight on how county governments might enhance their hiring processes so that individuals can perform well in their respective areas, resulting in organizational effectiveness. The utilization of multiple recruitment sources, as well as the design and implementation of consistent and fair recruitment and selection processes, was all advised. It is suggested that county governments improve the attractiveness of their organization's characteristics, the attractiveness of job characteristics, the nature of

information provided during the recruitment process, their ability to assess employee job competencies, and the fairness of their selection process through human resource planning.

Ali et al. (2019) conducted a study on recruitment and selection and diversity management. The research was based on resource-based theory, which emphasizes on the organization's resources. The study used a descriptive research approach and focused on 137 employees in the human resources departments of five state enterprises in Mombasa County. The study involved a sum of 48 participants. A structured questionnaire with a five-point Likert scale was used. The statistical application for social sciences SPSS version 22 was used for correlation analysis. Recruitment and selection have an impact on diversity management, according to the findings of the study. The study concluded that it is critical to develop and implement positive recruitment and selection practices in order to influence diversity management.

Fathmath et al. (2021) opines that recruitment and selection is the first phase in human resource management. Excellent service delivery starts at the top, with top management's recruitment and selection practices. The majority of studies have shown strong association of recruitment and selection, and organizational performance. Goal of this research is to learn more about the Maldives' public service recruitment and selection practices. The research study contributes to filling the literature gap in recruitment and selection practice by providing relevant insight, evidence, and contributing to the discovery of a vital area. According to the study's conclusion, quantitative research will be conducted to uncover a new issue and examine a research gap: how recruiting and selection practices affect organizational performance in the context of the Maldives' civil service organization.

Oaya et al. (2017) looked into the impact of recruiting and selecting techniques on performance of employees using a descriptive survey research approach. To determine the

level of link between recruiting and selection method and employee performance, T-test was used as an inferential statistic. According to the findings, using a recruitment agency and internal job referrals, in process of recruitment and selection, enable businesses to hire dedicated and efficient personnel. However, recruiting through the influence of the host community, results in inefficiencies. The study concludes that employers can utilize employment agencies to help with recruiting and selection, and they should also be willing to share job requirements and responsibilities with them. Accepting recommended job applicants by devoted as well as engaged workers is advised since it improves employee mentorship, supervision, compliance, and coaching. Also it was recommended that applicants' ability to do job tasks be prioritized over considerations based on host community pressures during recruiting and selection. Employees of chosen multinational corporations in Nigeria's Abuja and Lagos branches make up the study's population. A sample of 150 employees was chosen using the purposeful sample technique. The questionnaires were created using a five-point likert scale. According to findings, an organization's strength or weakness is determined by the caliber of its personnel, and a good recruitment plan allows a business to choose suitable and qualified employees who can improve performance. The employment of a recruiting agency and internal job recommendations in the process of recruitment and selection allows businesses to hire productive and motivated personnel, whereas using the host community's influence causes inefficiencies.

Singh et al. (2017) adds that the recruitment process must be managed professionally, logically, and fairly by firms. The image of a firm is also influenced by customer relationships. As a result, it's important to effectively manage all stages of recruitment. The study investigated the recruitment and selection practices in Delhi's service sector industries. Primary data was gathered via the survey approach, with 300 respondents filling out

questionnaires. The majority of the company's employees were content, but improvements are needed in light of the changing recruitment environment, which has a significant effect on the firm's operations when new blood and ideas enter the company. The company's human resource department does a good job of placing applicants and filling open positions in all positions, and the selection procedure is also fair. Recommendations are made on improvements of the company's policies, strategies, procedures and processes.

According to Saviour et al. (2016), public organizations should have policies and practices in place for staff recruitment and selection. This is accomplished by following the proper recruiting and selection procedures. Educational or academic qualifications, experience, and interviews are all used to find the best personnel. Furthermore, all applicants must be given an equal chance; partiality should be avoided while providing everyone a chance. Employee referrals are a fantastic concept, but they should be used sparingly because they can lead to partiality and, in certain cases, the hiring of people who don't add significantly to the organization's production. Furthermore, comprehensive qualifications should be emphasized and linked to the job to be done in the selection and recruitment process, as most qualifications are unrelated to the job to be done. Finally, in order to encourage employees to offer their best, the human resource department should appraise them on a frequent basis, since this will keep them on their toes and help them improve performance. The study used a descriptive, cross-sectional survey approach with 300 HR personnel. The target demographic was sampled in a total of 300 people. The study used purposeful sampling. The logistic regression model is used in this investigation.

Onchari et al. (2014) investigated the impact of recruitment methods in Nyamira County's local governments' service delivery. The results showed that many recruitment practices have not been adopted by local governments. Modern recruiting techniques, such as the use of the

internet, have not been adopted. Interviews and ads were the most widely used recruiting strategies. It was determined that the majority of workers hired by local governments lacked basic experience and skills to help revive programs in their respective departments. Inadequate funds have made it difficult for local governments to carry out their responsibilities effectively. However, in order to increase service delivery, local governments must implement successful and productive modern recruiting methods so as to obtain experienced candidates, skills and expertise. The central government must provide financial assistance to local governments in order for them to carry out their functions effectively. The challenges that local governments face with their recruiting efforts will be resolved by the newly adopted county government, which would ensure that the right and best skills and experience are adopted.

According to Maina (2016), staffing numbers should also be raised, particularly at county-run hospitals, to improve provision of services. The Human Resource Development (HRD) 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. According to Olayo (2018), perceptions of corruption have an impact on the link between practices of HRM and performance in Kenyan parastatals. Makhamara (2017) on the other hand, claims strategic hiring and selection, as well as service delivery, have a weak link.

2.3.5 Government Policies

According to Onyango and Mbatha (2019), sufficient government policy guidelines on public service delivery yields citizen satisfaction and enhance employee effectiveness in the government service. This was through evaluating the effect of performance contracting and the influence it has on service delivery in the public sector. The study was conducted in Eldoret West Sub County's 'National Government Administration' in Kenya. Research assessed stewardship in finances, HR function as well as resolving public complaints and the effect they have on public service delivery. The New Public Management model was used. The study was carried out with the help of a descriptive survey research design. The public that use government services was the target group, and quota sampling approach was used to pick a sample of 170 respondents. Quantitative together with descriptive analysis of data was used in the study. There was a positive moderate association of the study variables and public service delivery. This is to mean that public service delivery is driven by a combination of factors most of which emanate from government policies. The study suggested that the national government administration continue to develop capacity among its employees and the public customer on the financial accountability process, which is tied to the public service human resource management. Optimal use of allocated funds would inevitably result in increased budget, leading to improved developed processes. Citizens would be happier because of increased proximity office equipment and services too. Accountability is improved by financial stewardship of employees which in turn leads to transparency in public service delivery. Through periodic monitoring and evaluation on performance contract helps in communication, as a factor in service delivery. The idea of human resource management should improve performance of public service employees in public service delivery.

Adam (2020) believes that the African continent's legal, economic, and political system influence the practices of human resource management because African nations are undeveloped and rely on aid from international superpowers to thrive. As a result, numerous HRM variables and concepts are frequently misapplied or abused by employees or the company's personnel. Labor commissions try to resolve HRM issues so employers together with the government may address their grievances and meet their demands in the right way. However, politics in Africa is dominated by greed and corruption. Furthermore, Africans have a distinct approach to politics compared to developed nations. They have not been able to sustain constitutional legal rights that have been abused and misused to the greatest extent possible. Due to lack of integrity, Africa's politics suffocate any accurate HRM practice. Most governments make appointments based on political influence or political party connection rather than HRM recruitment methods.

Riany et al. (2018) shows that government policies like e-government are able to hasten public sector reforms and develop public service delivery. The study assessed the effect of Kenya's strategy of e-government enactment on efficiency of service delivery. The study further, highlighted, the e-government projects, the role of projects on the Kenyan public service delivery performance. This was to find out if the projects had solved the issue regarding public service delivery effectiveness, as well as to gain a better understanding of crucial success aspects, consequences, advantages, as well as challenges of e-government service delivery initiatives, as well as to examine the coping mechanisms of e-government service delivery measures from the perspective of Kenya's public service delivery. The research utilized descriptive analysis method, with 4163 employees as the target population in the management sections in government ministries, departments and agencies. Convenient sampling procedure was adopted and a sample of 423 respondents from five key government

institutions was picked in Nairobi. 205 questionnaires were administered. One sixty nine (169) questionnaires were filled and returned. These ministries, departments and agencies included Kenya Revenue Authority, The National treasury, Huduma Centres programme in the 'Ministry of Devolution and Planning' and Government Human Resource Information System initiative and Ministry of Finance. The study revealed that strategy for e-government improves the public performance service in the Kenyan nation. The study used New Public Model and technology diffusion theory.

M'Mugambi et al. (2020) conducted research about reforms of the public sector and adherence to public service ethos of the public service in Kenya's county administrations. According to the study, public service changes are meant to improve public service delivery so as to be more responsive to the needs of the citizens and make sure there is ethics in service delivery. Many countries in Africa made amendments which had different outcomes and impact on ethic very important for advancing the public service and enhancing compliance with ethics of public sector.

Lapunte and Van de Walle (2020) investigated whether New Public Management (NPM) reforms in government establishments increased in terms of quality and effectiveness of policy implementation. There is debate over whether NPM reforms, defined as a method of arranging public services to improve output efficiency and efficacy, are effective. They've been criticized of bringing techniques of the private sector into the public sector as well as attitudes that potentially conflict with key public ideals like impartiality and equity. There are insufficient systematic and objective empirical tests of how reforms of NPM affect delivery public services. NPM's success (or failure) is determined by the contexts of administration, politics, as well as policies in which it is implemented. It's difficult to describe NPM since it was founded on the ideological or at least emotional-premise that sectors of the public,

particularly western republics were inefficient and become too bloated. NPM is a broad notion, practically with any change in any public-sector in recent years is already labeled NPM, even when it didn't share fundamental principles. Furthermore, NPM is linked to a number of reforms that are not only diverse but also occasionally contradictory.

According to Aritonang (2017), e-government system is one among the major strategies which shifted the standard of services of the public from traditional to modern. Its implementation is linked to the public administration reform policy, which expected to raise the quality and performance of public service delivery. The predicted improvements appear to necessitate both simultaneous and synergistic efforts across several disciplines, such as adequate finance and sustained political will from Indonesia's national and local governments. This study employs empirical and qualitative methods to examine policy implementation and contemporary issues in local and federal administration. According to the findings, there is a false perception or belief that the e-government system is the sole way to improve public service. The public authorities are unaware that improvement is also dependent on other essential variables such as budgetary assistance, technology maintenance, e-government management work culture, and other technical concerns. To explain and assess the research concerns, a descriptive and qualitative technique was adopted. Several policies closely related to the establishment of e-government and e-public service in Indonesia were used in this study. It was also backed up by empirical evidence from both the national and local levels of government. Despite the fact that Indonesia has widely implemented public administration reform policies and programs, implementing e-government in Indonesia has proven to be more difficult than anticipated. It will take vast and coordinated efforts, as well as appropriate finance and constant political will. The use of e-government does not always

imply any improvement in public service quality, but as a result of a long and strict service culture.

According to Fei et al. (2019), government sectors are undergoing transformative change due to the growing relevance of quality development globally. The improvement of a citizen's self-confidence is critical for public service delivery. The government has pledged to enhance the quality as well as effectiveness of service delivery through innovation. Since the workplace conditions in Malaysia's civil service moves faster, the appraisal system is a smart method which has been put in place so as to achieve this. The participants in this study are from various Malaysian states. The results add to informed recommendations for efforts to increase employee perceptions as well as bring more reforms inside the line of work which the government of Malaysia should proceed in the framework of agencies of government so as to improve and sustain a system of quality services and hence help in customer satisfaction. The results reveal that as employees' personal growth, self-improvement, creativity, organizational development, and technological enhancement increase, the responsibility of quality service delivery time increases. Unfortunately, companies are more concerned with the organization's productivity than with customer service and quality. 350 employees completed a questionnaire for the top management team. Customers' sample size was 843 based on individuals who received services from various government ministries. Statistical software for the social sciences version 22 was used to analyze the data.

Solomon and Klyton (2020) examined influence of digital technology on 39 African countries experiencing economic growth. Using a measure of digitalization to determine the amount to which the use of digital technology helps growth. The impact of individual, business, as well as government usage of ICT on productivity is distinguished, and it is shown that only usage by individuals has positive effect. Two variables, social media as well

as the relevance of ICT facilities in vision of the government, also are important for advancement, according to a differentiated examination of types of use.

Alahakoon and Jehan (2020) did a study on public service delivery efficiency. A field survey was used to gather information. The ICT regime was introduced in 20 representative government departments as well as ministries in Sri Lanka. Data on effectiveness of government service delivery following introduction of ICT was obtained using a questionnaire with a 5-point likert scale issued to 400 respondents. According to the findings, most public services are not operating at ideal levels of efficiency, and also there is more that can be accomplished through improvement of performance methods implemented by the Sri Lankan government's numerous agencies.

In South Korea, Shin and Jhee (2021) looked into the mediating effects of the capacity of local government management. The findings show that decentralization has a significant negative influence on satisfaction of public service that is not mediated by capacity of local management through structural equation modeling. Even when local management ability is boosted through more decentralization, individuals' satisfaction does not improve due to decreased expectations surrounding decentralization in Korea. Both budgetary and administrative decentralization don't influence public service satisfaction. On the other hand, both fiscal as well as administrative decentralization factors have positive significant influence on the capacity and performance of local governments. Korean citizens favor the central government's role in providing national public goods. Decentralization is neither a necessary nor sufficient prerequisite for boosting residents' happiness with government services, according to the findings. The Korean example also illustrates that a country's level of democratization is not determined by the central government's deliberate delegation of authority as well as resources to local administrations. When it pertains to organizational

transparency and effectiveness, balance of power between national and local governments might be a more essential than diminishing centralized authority or expanding local authority. In Korea, a highly democratized society managed by a powerful central authority, reveals decentralization has no direct positive influence on citizen contentment.

Gautam (2020) postulates that governance and public service delivery are intended to successfully manage limited resources in order to provide services to a nation's population. Citizens, on the other hand, are denied critical knowledge and infrastructure as a result of a lack of coordination, individual political benefits, as well as political inclusion. This restriction has a negative impact on social well-being in addition to economic costs. The difficulty of coordination has plagued public administration, preventing it from achieving its goal of serving citizens in various ways. Coordination between organizations, as well as agencies and departments increases a country's transparency, information accessibility, institutional capability, and innovativeness. However, bureaucracy, a lack of transparency, a lack of monitoring, capacity gaps, and a lack of inter-agency cooperation hinder the public service delivery system and make it difficult to provide efficient services to citizens. The easy flow of information aids in the management of the process of service provision and monitoring their operations to eliminate fraud and also make the system highly transparent to citizens. Assessment of Indian public administration was based on the pragmatic research philosophy. Descriptive study design is used.

Roland (2017) did research in Mauritius on measures to promote institutional innovation, transformation, and inclusion to better delivery of public services. Many government regimes have been focusing on developing creative ways to enhance delivery of public services in recent years. Mauritius has made significant progress in improving the quality of its public service delivery through institutional innovation, inclusion, and transformation. However, if

the government is to meet its millennium development goals, additional work must be done. Being aware of the potential roadblocks to strategy implementation will aid in avoiding or overcoming them. It will improve government's capacity to foresee and react to a wide range of difficulties in today's society.

Government policies help to ensure that there is strong and sustained collaboration between the public servants, which is very important and this collaboration should remain for the entire term of the government. Public perception of the government towards the delivery of public services is crucial for sustained general public confidence. There should Therefore, be high cohesiveness among the drivers of public policy that is, the ministers and the public servants. The constant changes in leadership have a positive or negative impact on performance of the public service since every changes in leadership brings with it new approaches and strategies. These changes in new approaches and strategies bring confusion, uncertainty and inconsistency in delivery of services when policies keep being changed (Nwasike & Maina, 2018).

Government principles interventions that implements policy actions will be reflected in the decisions of whether to implement them or not. Most of the government's decisions emerge from a situation that is a 'problem'. This happens when the citizens bring it up as a problem or a crisis that renders an otherwise tolerable policy and its consequences intolerable. Government policy problems mostly are collective action problems which cannot be solved individually but need interventions of a third-party mostly to put into effect agreements. The government has potential power; on the other hand it varies in its willingness to use this power in various ways. The government suggests solutions for the citizens to take voluntarily (FitzGerald et al., 2019).

Devolution is seen as one of the government policy measure by the political economy in Kenya that has enhanced implementation of decentralization reforms. The government relinquishes control over budgeting and decisions on financing in the counties as a result of decentralization. Since it includes the transition of authority in economic, political, and administrative decision-making, devolution is a systematic process of decentralization. It empowers voters and their elected officials to make public policy decisions. Devolution improves democracy and self-governance in this regard by allowing citizens to participate in the formulation of public policies that affect them (Kanyinga, 2016).

The performance of devolution influence public service delivery in a great way; since public services are decentralized to the counties in Kenya. Governance structure, accountability, staff qualifications and staffing levels result to an improvement of delivery of quality services in Kenya's county governments. The reason is because public services are brought closer to the citizens and are more reliable, efficient, accessible and responsive. The public customer is able to get services conveniently. This saves time and money of travelling long distances to get government services (Kerubo & Muturi, 2019).

According to Maina (2016), political meddling is a key source of concern in county decision-making. As a result, professionals, not politicians, should be in charge of county affairs. Guidelines should always be implemented to establish the types of professionals who should serve in positions of county leadership. Complaint management mechanisms should be enhanced as well, so that customers have equal access to them. Furthermore, respondents believe that resources should be managed more carefully, as they believe that money given to counties was misappropriated to a moderate amount for the purposes for which they were intended. To further establish the e-government initiative in Kenya's public sector, a deliberate policy framework should be built. As a result, more services should be supplied in

Huduma Centres, employees' capacity should be built, public awareness should be raised, more Huduma Centres should be established, and resources should be allocated to assist e-government in the Centers. To minimize complexity such as delays, there is a need to improve coordination between the back office (mother departments) and Huduma Centres. It is proposed that a strategy be developed to decentralize Huduma services in the counties without referring them to Nairobi's headquarters and mother ministries, departments, or organizations. In accordance with Article 232 of Kenya's 2010 constitution, this will result in faster decision-making and consequently better service delivery.

2.4 Research Gaps

The researcher would like to fill gaps left by previous studies. To begin with, research on strategic HR practices in government service delivery has not been able to look at the factors that affect employees working in one-stop-shop delivery of public services. Moreover; there is limited literature specifically on Huduma Centres in Kenya.

Following the Kenya vision 2030, leaves a lot to be desired on how the Huduma Centres in Kenya have incorporated the appropriate and practical human resource work practices that have transformed the way services are delivered in the public sector in Kenya. Human resource practices of employee training, organizational culture, work environment and recruitment and selection and their link to effective public service delivery is not well asserted. This is because the level of contribution of strategic human resource practices to public service is not the same for all organizations. Not all human resource practices contribute to an organizations performance in the same way.

Furthermore, there is poor emphasis of circumstantial factors, nonconcrete and unclear developments of the importance of human resource practices on delivery of public services. Also, number of human resource practices, and the quality of their design and

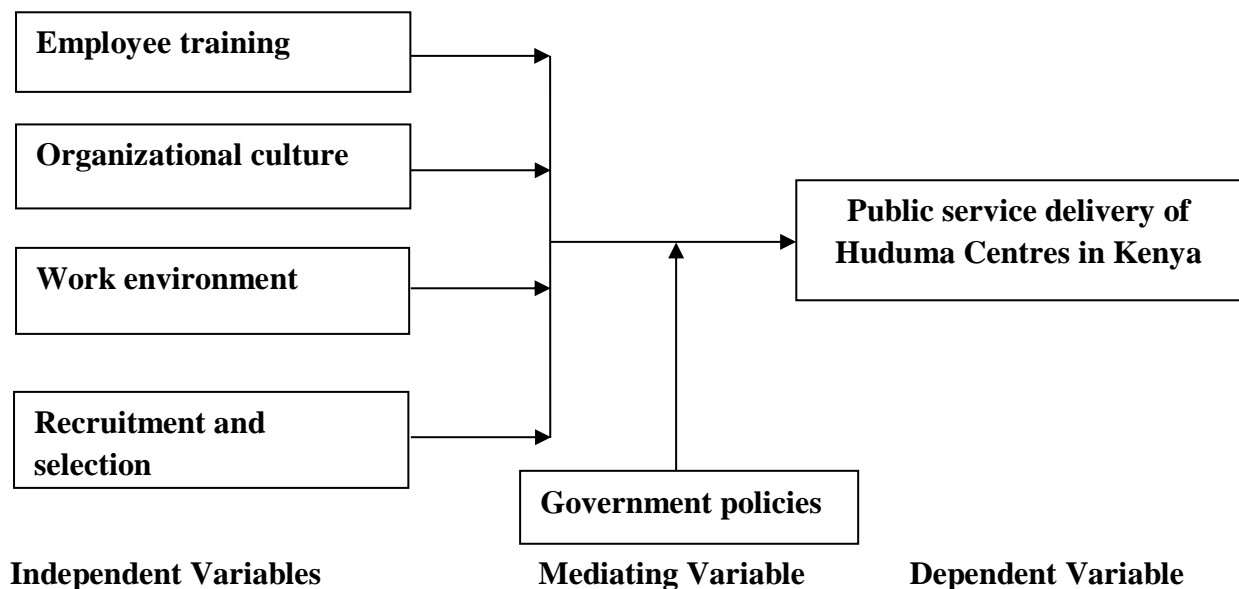
implementation are also important for effective human resource practices to achieve higher organizational performance. More so, there is need for clarity in the way the current human resource practices are created and implemented and then a study of their causes and effects is conducted. This helps to understand the influence of human resource practices on public service delivery.

It's because of these gaps that the researcher did a research on effect of strategic HR practices on Huduma Centres' public service delivery in Kenya.

2.5 Conceptual Framework

Fig 2.3

Conceptual Frame Work



Employee training refers to the process of enhancing an individual employee skills and knowledge so that they can execute a given job. Training is also characterized as any organized attempt to improve employees' behaviour or attitudes so that they can perform their jobs to reasonable standards. It refers to an organization's deliberate attempts to assist workers in acquiring work-related expertise, behaviour, skills and abilities in order to implement them on the job. In order for an organization's mission, vision, and goals to be

realized, it must invest in training to ensure that, a sufficient supply of qualified and capable employees are available. Effective training benefits the company because it reduces the amount of time spent solving issues and redoing a job, resulting to cutting organizational costs. To ensure initial comprehension and clarification of any initiative or reform for ease of implementation in public service delivery, massive employee training is strongly recommended.

Employees who are motivated are therefore, less likely to miss work, make more mistakes, and need more supervision at their work. The company saves money as a result of this. Employees' chances of advancement in their careers increase as a result of training because they have gained new skills. As a result, the company is able to maintain its well-trained staff, which is a win-win situation. On the other hand, employees, benefit from both extrinsic and intrinsic incentives related to professional growth and performance enhancement. Organizations which want to stay successful must provide their staff with the necessary skills, which will enable in imaginative and creativity, allowing enhancing company's general productivity as well as service delivery efficiency. In an organization, training always has a variety of advantages. These include raising employee morale, increasing work satisfaction, and inspiring workers to remain with the company for longer periods of time (Siriwardena & Morais, 2019).

Organization culture is the purpose, expectations, objectives, and values that leads and guides employees. Workplace culture serves to reinforce a way business is conducted with in spoken and unexpressed ideologies and beliefs, norms and value systems, shared by employees and the organization. Culture influences everything from productivity to how well the public perceives the organization. Company culture is critical to the success and well-being of the company, its employees, and its customers. Almost every aspect of the company

is influenced by its culture. Everything including employee retention to revenue generation can benefit from having a positive company culture. It is much more than something that a company should have; it is crucial to the stability of the company, its longevity, and image. Organizational culture determines effectiveness and speed with which tasks can be completed, as well as how responsive an organization is to change and also the way individuals interact with one another. Moreover, an organization's culture can help or hurt implementation of the new initiatives as well as the accomplishment of the organization's goals. The way employees interact with each other and more so, with persons outside of the organization is influenced by the workplace culture. Culture helps the government develop and adopt policies to promote cultural change in the provision of services to the public customer. Organizational culture improves service quality when a team of employees work with independence and self-initiative in job design and planning for operations of other employees in the government sector. For efficient service delivery, teamwork is indeed a way to break through all the hierarchical structure and decentralize accountability. If an organization is to function effectively, it must develop a coherent culture.

Work environment is the place where employees do their work. The work environment should be a work environment that encourages employee growth, safety, and achievement of objectives. It is an environment ideal for a productive workforce because they motivate employees to work to the best potential. Organizations can create a positive work environment through concentrating on with their collective culture, encouraging employee growth, and ensuring that employees feel safe and secure. Work environment has a significant impact on the feelings one has regarding their work. As a result, it's critical to maintain a positive work environment that consistently motivates employees. Employee happiness is improved, there is increase in productivity, and employee motivation is

increased in a positive work environment. The success and the happiness of employees, both individually as well as professionally, are influenced by the work environment. Developing a facilitative work environment has a significant effect on attitudes of employees in their jobs towards the coworkers, as well as increases their performance and productivity levels. Work environment creates a favourable environment for the employees to perform their tasks, which in turn influences public service delivery of Huduma Centres in Kenya. In a facilitative work environment, personnel capabilities, the total size of tasks, and the available resources required to complete the tasks help enhance service delivery in organizations (Abu-Hussein et al., 2016).

Recruiting and selecting the right number and kind of employees is a vital factor in delivering effective public services. It is through proper human resource practices of recruitment and selection that competent employees find their way into organizations. This in turn influences delivery of public services. A good recruitment and selection process helps to find good employees, and also saves money and time by eliminating the need to replace and train new employees, hence boosting organizational performance. When you have a proper policy for recruitment and selection, turnover of employees is significantly minimized. This makes it easier to find and choose the right applicant that meets work requirements as well as complements company's values. The importance of hiring the right candidates is important to organizations output.

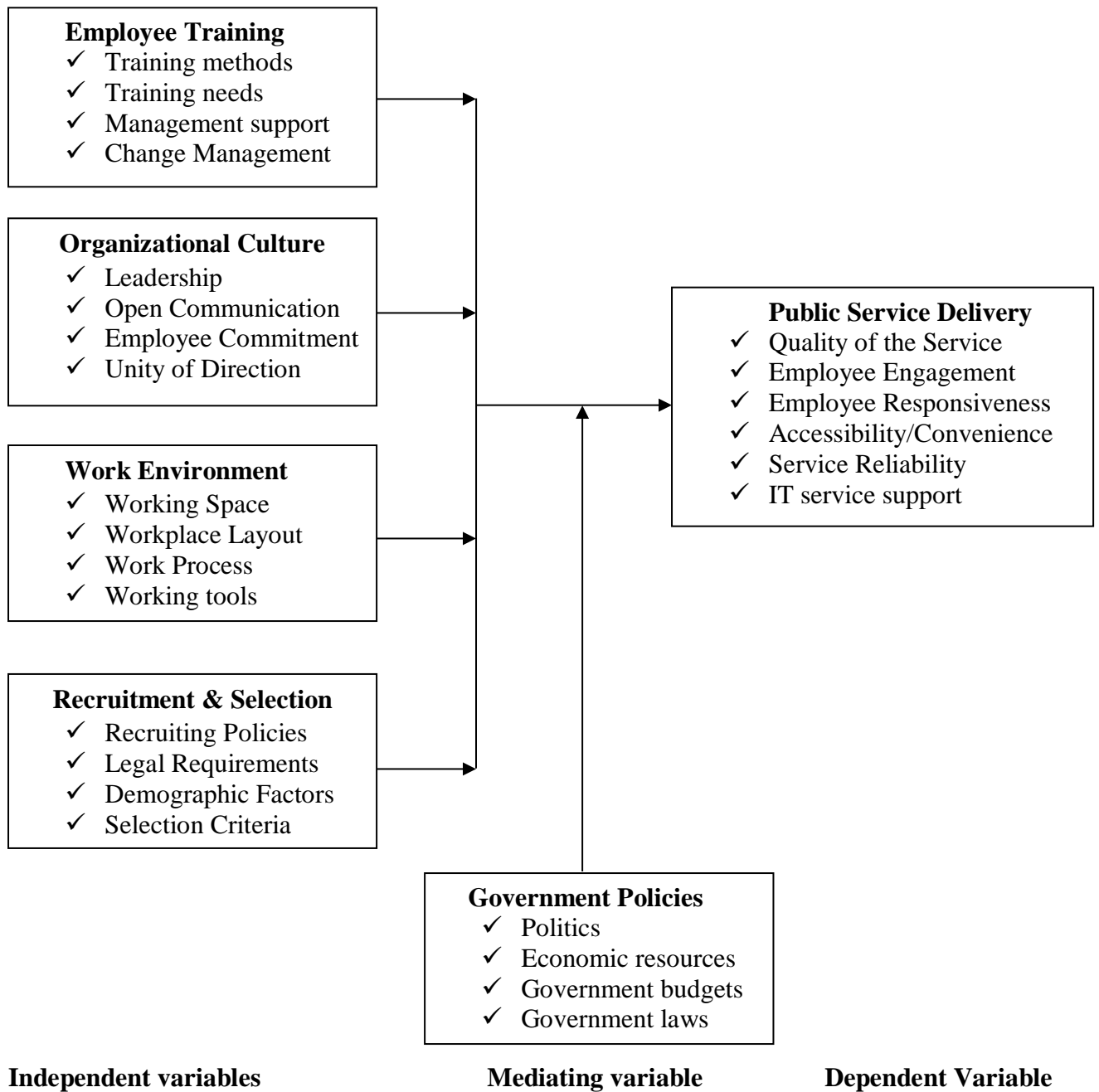
Government policies are very crucial for every organization. When there are effective policies, the objectives of human resource practices in the public sector are effectively achieved. Government policies give the guiding principles regarding how an organization should conduct the overall process of HRM practices in public service. Government policies is critical in ensuring that there best HRM practices based on the organization's work ethics

and business objectives. The main aim of government policies is to ensure a transparent and fair HR processes in the government. Government policies ensure that all HR procedures are performed in a transparent manner, and all HR members continue to follow the processes with full confidence. Furthermore, transparency ensures that candidates are updated regularly on any changes in the public sector. In regard to the government laws, politics, and economic stability and government budgets influence the effectiveness of public service delivery. They determine at a greater extent how decisions are made and what direction public services will take. The choice of government policies is of paramount importance since it determines the success or failure of how the services are delivered to the public customer.

2.6 Operational Framework

Figure: 2.4

Operational Framework



Employee training encompasses the incorporation of the training methods and how they are executed. This is usually based on the training needs of the organization, the tasks and the individual employees. This creates a need that is required for training so as to fill the gaps that could be affecting work efficiency and service delivery to the public. Moreover, training needs and methods cannot be successful if there is no management support. This is because the management is the one that formulates policies and guidelines on how work processes will be executed and above all does delegation of duties. In addition, management of change in the introduction of any operation of any HR practice is very important in order to boost public service delivery.

Organizational culture requires that there is good leadership from the top management to the lower management. It involves the way delegation of authority is perceived and carried out in both centralization and decentralization of authority. Unity of direction and having a unified vision to delivery of services in public sector is very crucial to achieving performance goals by the employees. Open communication is therefore, an essential element in ensuring there is good flow of information within the organization. Employee commitment comes in handy to ensure that the goals set are well implemented.

Work environment is the factors that make up the workplace setting and have an influence on employees' delivery of services. These include the working space in which the employees operate and perform their duties. This creates a feeling of comfort and relaxation which in turn improve the morale of employees. On the other hand, the workplace layout facilitates the movement of operations, the way the public customer is served, time factor and the speed of work where movements are also reduced. Work process is manifested in how employees dress, the time they arrive to work, their work schedules, and how they come up with solutions to customer and organization and external problems. It helps in responsiveness of

service delivery towards the public customer. Working tools are a support factor in the execution of all the services being offered in the organization which in turn promotes a facilitative work environment in the public sector.

Recruitment & selection helps to identify potential candidates and also aids in picking the right candidates for the job. Well drafted recruiting policies ensure there are clear guidelines to how recruitment should be done. This is where the legal requirements come in to ensure that the recruitment is done according to the laid down laws. Demographic factors are important since they make sure that all the peoples in a population are considered in turn ensuring there is an indiscriminative selection criteria for inclusiveness and affirmative action.

In public service delivery, quality of the service helps to meet the public customers' expectations, followed by the way employees are engaged in their work and to the delivery of the service to the public customer. This in turn should create employee responsiveness towards customer support and engagement. Moreover, accessibility or convenience of the service, how and where to get the service, is important. Furthermore, service reliability helps to save cost of money and time and helps the public customer to have good customer experience. In addition IT service support helps to facilitate work processes in a more convenient way in delivery of the services to the public customer.

Government policies are created within different political environments, in promising or not good economic times and resources, and within the framework of the government budgets dictated by the government laws. Government policies bring about ways on how human resource practices should be carried out in the public sector. This is very important because it can lead to the success or failure of the implementation of strategic human resource practices in delivery of public services.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The conceptual framework within which research is carried out is known as research design. It is the process of setting up arrangements for data collection and analysis in such a way they are relevant to the study goal while also being procedurally efficient. This study used descriptive research design. This is because descriptive research design makes a comprehensive analysis of every variable therefore, ensuring that the researcher has a holistic understanding of the study. Descriptive research design, explains what has happened or what is happening at the moment. The researcher attempts to discover causes of events as they are at the time of research (Kothari & Garg, 2014).

The study also used mixed method approach. Mixed method approach combines both quantitative and qualitative approaches. To better understand research issues, this approach utilizes investigation techniques that include gathering data either sequentially or simultaneously. Mixed-methods approach helps to produce an analytical frame work which is in theory comprehensive, as well as being generalizable. It is also data-driven, making it applicable to real-life situations of learning (Cukurova et al., 2016).

Lastly, mixed method study entails a consideration of the advantages of various designs. It deals with freedom to use both qualitative and quantitative analysis methods in different stages of the research and their capability to add rigor to research. However, very few studies have a collection of techniques that make this combination possible, as well as their implications that are practical in situations of real life. This study investigates how qualitative and quantitative research designs can be combined to reduce reliability, validity, and generalization problems by offering a mixed method sequential design and testing it on real

specific situations (Imran & Yusoff, 2015). The study examined the current status of strategic practices of human resource and the effect they have on public service delivery in Kenya's Huduma Centres.

3.2 Research Philosophy

The philosophical underpinning of this research is pragmatism which focuses on what works and solutions to problems. The problem is more important, and the researcher used all approaches to understand the problem (Creswell & Creswell, 2017).

Pragmatism believes that a researcher should focus on the research question or problem. The role of science, according to a pragmatist, is to make human problem-solving easier, not to discover truth or reality, whose existence and nature is debatable and is also in dispute. Science should abolish the notion that the work of knowledge's purpose is to reveal truth and reality, as opposed to, as is the case of practical decisions, obtain knowledge required to deal with problems as they occur (Parvaiz et al., 2016).

The literature on pragmatism is examined using Laughlin's (1995) methodological frameworks, which describe methodological, theoretical, and change option dimensions to show evidence that pragmatism is a valid approach for mixed method study. With pragmatism the researcher goes back and forward between the process of inductive and deductive reasoning.

3.3 Target Population

Target population is all components, individuals, or entities that meet requirements of selection for a set of individuals to be examined as well as where a sample that is representative is drawn for thorough analysis (Wagner, 2016). The target population was all the 52 Huduma Centres in Kenya and the unit of analysis on observation was the 52 branch

managers and 1456 supervisors from Huduma Centre sections of all the Huduma Centres in Kenya. These were the centre sections that were offering public services and the ones that were operating at the time of data collection. Also, one public customer who was receiving services from the sections and branch managers' office was picked one at a time, immediately after being served at the Huduma Centre sections and the branch managers' office, leading to 1508 persons from the public.

The branch managers and section supervisors responded to the independent variables of strategic human resource practices while the public customers responded to the dependent variable of public service delivery in the Huduma Centres. The branch managers and section supervisors were chosen because they help in implementing strategic HR practices. Huduma Centre managers oversee the work done by section staff, and the running of all the activities within the Huduma Centres. The section supervisors are the immediate superiors of the work done by employees working in each section of the Huduma Centres. The public customer, helps rate the dependent variable public service delivery, and is the member of the public who was being served at the counter of the sections in Huduma Centres.

Table 3.1

Target Population for Branch Managers and Supervisors

Category	Target Population (N)	Percentage %
Branch managers	52	3
Supervisors	1456	97
Total	1508	100

Huduma Centre (2018)

Table 3.2*Target Population for Public Customers*

Category	Target Population (N)	Percentage %
Public customers	1508	100
Total	1508	100

Huduma Centre (2018)**3.4 Sampling Procedure**

The process of sampling is the procedure through which a sample of respondents is picked from the target population (Alvi, 2016). Multistage sampling was used. Multistage sampling involves more than two stages of random sampling of a population. Different clusters are sampled at random in every stage. Random sampling is done in the final stage. 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).

Multi-stage probability sampling was used to include a supervisor and a manager into the sample. The sections there were strata for branch manager and section supervisors. In the first stage, first stratum, simple random sampling of all the 52 Huduma Centre managers was done. In the second stage, second stratum, the process of simple random sampling was also used to include a supervisor in the sample who in turn was in line with a public customer. Moreover, one customer from the public receiving a given service in the sections and the branch managers' offices was asked to rate service delivery resulting to the researcher sampling a total of 360 public customers through convenience sampling. This led to a sampling of 314 section supervisors, 46 branch managers, in line with 360 public customers.

3.4.1 Sample Size

The number of items selected from the target population to form a sample is referred to as the sample size. The sample size should be as small as possible while still meeting the criteria of performance, reliability, representativeness, and flexibility. To determine the sample size the researcher should specify the precision of estimation concerning the population parameters (Kothari & Garg, 2019). From this, using the Yamane (1967) sample size calculation a sample size of 360 for branch managers and section supervisors and 360 for the public was obtained.

Formula for sample size is mathematically expressed as:

$$n = \frac{N}{1+Ne^2}$$

Where n = Sample size

N = Target population

And e = Error

Therefore, Branch managers $n = \frac{52}{1+52(0.05)^2} = 46.10$, hence it is approximately 46.

Section: $n = \frac{1456}{1+1456(0.05)^2} = 313.79$, hence it is approximately 314

Table 3.3

Sample Size for Branch Managers and Supervisors

Category	Sample Size (n)	Percentage %
Branch Managers	46	13
Supervisors	314	87
Total	360	100

The study sampled a total of 360 sections comprising of branch manager and supervisors who were the units of observation.

Table 3.4

Sample Size for Public Customers

Category	Sample Size (n)	Percentage %
Public Customers	360	100
Total	360	100

Three hundred and sixty (360) customers from the public were sampled from the chosen sections to respond to service delivery in each section. Number of public customers is equal to the number of managers and supervisors because one public customer was selected after being served by the manager and at the sections using convenience sampling. Convenience sampling is often used when random sampling is impossible like when a researcher is dealing with a very large population (Etikan, 2016).

3.5 Data Collection Instrument and Procedure

To collect data, the researcher used structured self-administered questionnaires. Questionnaire was appropriate to collect primary data from the respondents since they could fill them out in their spare time or such a time when they have a manageable workload. The structured questions minimize the variation of responses, save time coding, transcribing, and promoting rate of response (Maria et al., 2014).

A five-point likert-type response scale was used to assess the variables, anchored at “5-strongly agree, 4-Agree, 3-Neutral, 2-disagree and 1-strongly disagree”. The responses to different statements are measured in a manner that those indicating the most positive attitudes receive the largest score of 5 and those indicating the most unfavourable attitude receive the

least value of 1. In a likert - type scale, each respondent is required to determine their agreement or disagreement level, with each of the opinions on a scale of one to five likert degrees - though three or seven can also be used (Kothari & Garg, 2014).

Researcher used trained research assistants who were trained prior to data collection. This facilitated the data collection process since the respondents were widely distributed. The self-administered questionnaires were appropriate for the study because they eliminate response-error. The respondents did not need to rely so much on the researcher to clarify questions because they were clear and could not cause any confusion. Self-administered questionnaires encourage interest from respondents to complete the questionnaire. The researcher also sought letters from the University, NACOSTI and Huduma Centre secretariat to aid in the data collection process.

3.6 Validity and Reliability

Validity is defined as how much any measuring instrument calculates exactly what it's intended to calculate. Validity was established through a pilot study (Kothari & Garg, 2014; Bolarinwa, 2015). A pilot research was done so as to allow a preliminary assessment of the existing scale so as to adjust it to fit the nature of the study. During preliminary assessment study, questionnaires are given to a very few participants with a goal of pre-testing the questions (Palmer, 2019). A total of 36 people from Meru Huduma Centre branch were sampled in the pilot test which represented a 10% of the sample size and which agrees to Mugenda and Mugenda (2003) who suggested that a pilot should be conducted using 1% to 10% of the sample size.

A pilot study assists to identify whether there are any defects or weaknesses with use of questionnaires as a data collection tool, and allows the making of appropriate adjustments by the researcher before the study's actual implementation. The study instrument's clarity was

evaluated during pre-testing and the researcher made the necessary changes before proceeding to the field (Matthews & Ross, 2014).

Reliability signifies the issues of consistency of measures. Cronbach's alpha was used to measure reliability. The Cronbach's alpha has been the most widely used agreement measurement with reliable interpretations. Cronbach's alpha tells whether the designed test is measuring the variable accurately. It also tests to see if multiple questions are reliable (Cronbach, 1951; Krippendorff, 2013).

3.7 Data Analysis and Presentation

As part of the data cleaning process, all of the study questionnaires got coded after data collection. The aim was to exclude unsuitable data, ambiguous answer interpretations, and data that was inconsistent from similar questions. The coding method made it easier to create a data structure that was appropriate and that which could be entered into the computer.

The data was analysed which was both qualitative and quantitative. Mixed methods data analysis was employed in this study which incorporated both descriptive and inferential data analysis. Descriptive analysis involved description of the data using frequencies, means, and standard deviation. Inferential data analysis involved correlation coefficient (r) and multiple regression analysis.

Correlation was employed to examine the relation between predictor factors of employee training, organizational culture, work environment and, recruitment and selection, mediating variable of government policies and the dependent variable public service delivery. The direction of the relationship is shown by the correlation coefficient value, and a p-value of less than 0.01 at the 99 per cent confidence level implies that the linear relationship between the variables of interest is statistically significant (Kingoriah, 2016).

To build a predictive model, multiple linear regression was used to test significance of the variables. In this study, the regression model was used to find out if each independent variable had a significant relationship with the public service delivery of Huduma Centres in Kenya.

The regression model is presented as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where:

Y = Public service delivery of Huduma Centres

β_0 = constant term

β_1 = coefficient of the independent variable $x_1 \dots x_5$

X_1 = employee training

X_2 = organizational culture

X_3 = work environment

X_4 = recruitment and selection

X_5 = government policies

e = is the error term

3.7.1 Statistical Tests

Most statistical tests rely upon certain assumptions. When one of the assumptions is violated, results might not be valid and Type I and Type II errors are possible outcomes (King'oriah, 2004; Matthews & Ross, 2014). This research tested normality, 'homoscedasticity,' linearity and 'multicollinearity'. Under normality, residuals are assumed to be normally distributed. These assumptions were tested by use of a normal Q-Q plot. Pallant, (2020) and Khalid et al., (2012) posits that, if most of the values appear to lie on a straight line cutting across the diagonal, the residuals are considered normal.

The consistency of variance is known as homoscedasticity. The residuals are considered to be consistent for all independent variable values. To test for homoscedasticity, a residual scatter plot for expected scores and uniform residual values, often known as errors of prediction, were used. On multicollinearity, it's assumed that independent variables should not be highly correlated (Kothari & Garg, 2014). 'Variance Inflation Factors (VIF)' and 'tolerance' values were also used to test for 'multicollinearity'. These tests were performed on the independent variables. These variables were; employee training, organizational culture, work environment, recruitment and selection and the mediating variable of government policies. According to Belsley, et al., (2004), a tolerance close to 1 show little multicollinearity, a tolerance close to zero indicates that multicollinearity exists, and a VIF of much more than 10 ($VIF \geq 10$) shows there is a problem of multicollinearity Gujarati (2007).

Finally, linearity is the relationship between an independent variable and a dependent variable. To check for linearity, the coefficient of correlation was also used (King'oriah, 2016). The data was presented using tables and graphical techniques.

3.8 Study Variables Operationalization

In this study, the dependent variable is public service delivery in Kenya's Huduma Centres while independent variables are strategic human resource practices of employee training, organizational culture, work environment and recruitment and selection. The mediating variable is government policies. These variables have been operationalized into various dimensions. Table 3.5 shows the results.

Table 3.5

Research Variables' Operationalization

Variable	Constructs	Data type
Employee training	Training needs Training methods Management support Change management	Quantitative and Qualitative
Organizational culture	Leadership Open communication Unity direction Commitment	Quantitative and Qualitative
Work environment	Working space Workplace layout Working process Work tools	Quantitative and Qualitative
Public service delivery	Quality of the service Employee engagement Employee responsiveness Accessibility/convenience Service reliability IT service support	Quantitative and Qualitative
Government policies	Politics Economic resources Government budgets Government laws	Quantitative and Qualitative

3.9 Hypotheses Testing

Hypothesis testing was carried out for empirical conclusions. Table 3.6 indicates a summary of the research hypotheses, type of analysis, decision rule and the interpretation of the results.

Table 3.6

Hypothesis Testing

Hypothesis	Type of analysis	Decision
H₀₁: There is no significant effect of strategic implementation of employee training on public service delivery of Huduma Centres in Kenya	Correlation Coefficient	Reject H ₀₁ if P-value is < 0.05
H₀₂: There is no significant effect of strategic implementation of organizational culture on public service delivery of Huduma Centres in Kenya	Correlation Coefficient	Accept H ₀₂ if P-value is < 0.05
H₀₃: There is no significant effect of strategic implementation of work environment on public service delivery of Huduma Centres in Kenya	Correlation Coefficient	Accept H ₀₃ if P-value is < 0.05
H₀₄: There is no significant effect of strategic implementation of recruitment and selection on public service delivery of Huduma Centres in Kenya	Correlation Coefficient	Reject H ₀₄ if P-value is < 0.05
H₀₅: There is no significant mediating effect of government policies on public service delivery of Huduma Centres in Kenya	Correlation Coefficient	Reject H ₀₅ if P-value is < 0.05

3.10 Ethical Considerations

The researcher did not use a language or words that were biased against respondents. The subjects were voluntarily involved and informed of all potential risk to ensure confidence in the data. In data collection, the respondents were respected by not putting them at risk. This was done by assuring them of confidentiality and protecting their privacy. The researcher also gained the agreement of individuals in authority to provide access to study participants at the Huduma Centres (Creswell & Creswell, 2017). In this, the researcher obtained a letter from the university, NACOSTI and Huduma Centre secretariat.

There was informed consent in writing. The researcher described the study's nature and purpose, and offered guarantees of privacy, protection, as well as anonymity for the participants (Lune & Berg, 2017).

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Response Rate, Reliability of Instruments and Respondent Characteristics

The study focused on all the 52 Huduma Centres in Kenya. The unit of analysis on observation was the Huduma Centre branch managers and the section supervisors of the employees working in the Huduma Centres that offer public services in Kenya. These were sections in operation at the time of data collection. The other set of respondents were the public customers being served at the sections in Huduma Centres.

Table 4.1

Response Rate for Branch Managers and Section Supervisors

Category	Response Rate	Frequency	Percentage (%)
Managers	Response	40	11
	Non response	6	2
Supervisors	Response	238	66
	Non response	76	21
Total		360	100

Table 4.2

Response Rate for Public Customers

Category	Frequency	Percentage (%)
Response	278	77
Non-response	82	23
Total	360	100

Table 4.1 and Table 4.2 show data that was obtained from Huduma Centres in Kenya where a total of 360 section supervisors and branch managers were sampled as respondents. Questionnaires that were administered to the respondents were 360. Respondents that did not respond to the questionnaire were 82. This led to 278 questionnaires for managers and supervisors, having been duly answered and valid for data analysis representing a valid response rate of 77%. An equal number of 278 public customer respondents in Huduma Centres were sampled at the Huduma Centre counters to respond to public service delivery.

This response rate can be associated with the process used in data collection, where there was a training session to research assistants by the researcher. Non response is attributed to the respondents' unwillingness to create time to fill the questionnaires. However, there was favorable response after the researcher gave respondents assurance of privacy and confidentiality that all the information obtained would be used only for academic purpose.

Table 4.3

Reliability Analysis

Variables	Cronbach's Alpha	Comment
Employee training	0.915	Accepted
Organizational culture	0.961	Accepted
Work environment	0.959	Accepted
Recruitment and selection	0.968	Accepted
Public service delivery	0.880	Accepted
Government policies	0.729	Accepted

The results in Table 4.3 reveal that employee training (ET), organizational culture (OC), work environment (WE), and recruitment and selection (RS) and public service delivery and the mediating variable of government policies (M) had coefficients of 0.915, 0.961, 0.959, 0.968, 0.880 and 0.729 respectively. Cronbach (1951) indicated that 0.70 coefficient or higher indicates that the data is highly reliable. Therefore, those constructs that were used to

measure the factors were accurate. This implies that the questionnaires were sufficient as a tool for data collection and that the questionnaires helped the study obtain reliable information from the respondents.

Table 4.4

Gender of the Respondents

Category	Managers and Supervisors			Public Customers		
	Frequency	Percent	Cumulative Percent	Frequency	Percent	Cumulative Percent
Male	117	42.1	42.1	140	50.4	50.4
Female	161	57.9	100.0	138	49.6	100.0
Total	278	100.0		278	100.0	

Table 4.4 indicates that there were more female managers and supervisors (57.9%), than male (42.1%) participated in the survey. This was the opposite of how the public customers participated where male (50.4%) was more than the female (49.6%). This shows there is a fairly balanced gender from the Huduma Centres from which the information was obtained. This also shows that there was no discrimination on the basis of gender.

Table 4.5

Age of the Respondents

Category	Managers and Supervisors			Public Customers		
	Frequency	Percent	Cumulative Percent	Frequency	Percent	Cumulative Percent
Below 20	1	0.4	0.4	17	6.1	6.1
20-29	69	24.8	25.2	126	45.3	51.4
30-39	109	39.2	64.4	73	26.3	77.7
40-49	68	24.5	88.8	32	11.5	89.2
50-59	31	11.2	100.0	16	5.8	95.0
60yrs and above	0	0.0		11	3.6	98.6
Missing	0	0		3	1.1	100
Total	278	100.0		278	100.0	

Table 4.5 shows that most managers and supervisors that responded to the survey, 39.2% (n=109) were aged 30-39 years, followed by 24.8% (n=69) who were aged 20-29 years followed by 24.5% (n=68) who were aged 40-49 years followed by 11.2% (n=31) who were

aged 50-59 years. The least was those aged below 20 years who represented 0.4% (n=1) of the respondents. Out of all the public sampled, majority, 45.3%, were aged 20-29 years, followed by 26.3% who were aged 30-39 years, followed by 11.5% who were aged 40-49 years, followed by 6.2% who were aged below 20 years.

The least were the elderly, 5.8% aged 50-59 years and 3.6% who were aged 60 years and above. Missing questions were 1.1%. From the results, it is found out that majority of those who seek the government services in Huduma Centres are the youths and the middle aged. This helps to understand opinions about the study variables since public service delivery is all about motivation.

Table 4.6

Education Level

Category	Managers and Supervisors			Public Customers		
	Frequency	Percent	Cumulative Percent	Frequency	Percent	Cumulative Percent
Primary				26	9.4	9.4
Secondary	27	9.7	9.7	100	36.0	45.4
Bachelor's Degree	101	36.3	46.4	65	23.4	68.8
Diploma	102	36.7	82.7	62	22.3	91.1
Post-graduate diploma	12	4.3	87.0	10	3.6	94.7
Masters	32	11.5	98.5	6	2.2	96.9
Doctor of Philosophy	1	.4	98.9	2	0.7	97.6
College certificate	1	.4	99.3	4	1.4	99.0
None				1	0.4	99.3
Missing	2	.7	100	2	0.7	100
Total	278	100.0		278	100.0	

Table 4.6 point out that the vast majority of managers and supervisors were bachelor's degree holders (36.3 %), closely and the diploma holders (36.7%), and followed by masters degree

holders (11.5%), secondary school certificate holders at 9.7%, PhD holders (0.4%) and college certificate (0.4%) who were the least.

In each Huduma Centre section sampled, a public customer was selected at the counter, after a service. They were asked about their education background and majority of them, 36.0%, showed that they had certificates in secondary school as their highest standard of education, followed by 23.4% who had attained a bachelor’s degree followed by diploma holders (22.3%), followed by primary school certificates (9.4%), followed by 3.6% who had a postgraduate diploma, followed by 2.2% who had pursued their Master’s degree, followed by 1.4% who were certificate holders and 0.7% who were PhD holders. The least, 0.4% were those without any education.

From the findings, the public customers who were sampled were found to have the minimum education requirement to respond on service delivery of Huduma Centres in Kenya. Those who needed further explanation were taken through by the researcher in a more favorable language so as to understand. Therefore, it is concluded that the respondents both the supervisors, branch managers and the public customers were educated and understood the importance that strategic human resource practices have on public delivery services of Huduma Centres in the country of Kenya.

Table 4.7

Marital Status

Category	Frequency	Percent	Cumulative Percent
Married	184	66.2	66.2
Single	94	33.8	100.0
Total	278	100.0	

From the results in table 4.7, majority of 66.2% (n=184) were married, 33.8% were single. This helps to understand in depth about the study variables. It helps also understand

workforce diversity in Huduma Centres which is a factor in employee motivation at the workplace in turn enhancing public service delivery of Huduma Centres in Kenya.

Table 4.8

Monthly Income

Category	Branch Manager			Supervisor		
	Frequency	Percent	Cumulative Percent	Frequency	Percent	Cumulative Percent
Below 20,000	0	0.0	0.0	14	5.9	5.9
20,000-39,000	9	22.5	22.5	75	31.5	37.4
40,000-59,000	5	12.5	35.0	66	27.7	65.1
60,000-79,000	6	15.0	50.0	34	14.3	79.4
80,000-99,000	13	32.5	82.5	27	11.3	90.7
100,000 and Above	7	17.5	100.0	14	5.9	96.6
Missing				8	3.4	100
Total	40	100.0		238	100.0	

The majority of the branch managers, according to table 4.8, indicates that, 32.5%, earned a net monthly salary of Kshs. 80,000 - 99,000, followed by 22.5% who earned a net salary of Kshs. 20,000 - 39,000, followed by 17.5% who earned a salary of 100,000 and above, followed by 15% who earned a salary of 60,000 - 79,000 and finally 12.5% who indicated they earn a salary of Kshs. 40,000 - 59,000. For the supervisors, most of them earned a net salary of Kshs. 20,000 – 39,000 (31.5%) followed closely by 27.7% who earned 40,000 - 59,000, followed by 14.3% who earned 60,000 to 79,000 followed by 11.3% who earned 80,000 - 99,000. Few, 5.9 %, were found to earn below 20,000 as well as 100,000 and above. 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. Income level was important since it helps evaluate the level of motivation in public service delivery. Income levels also help in the understanding of what motivates employees to devote more time and effort in the working

environment. It helps understand work behaviour that enables employees to align their individual interests to the interest of the organization (Ashraf et al., 2014).

Table 4.9

Work Station of the Supervisors

Work Stations	Frequency	Percent	Cumulative Percent
National Hospital Insurance Fund	19	6.8	7.8
Lands	7	2.5	10.7
Higher Education Loans Board	18	6.5	18.1
National Social Security Fund	23	8.3	27.6
Ethics & Anticorruption Commission	14	5.0	33.3
OMBUDSMAN	10	3.6	37.4
County Services	15	5.4	43.6
Kenya Revenue Authority	10	3.6	47.7
Credit Bureau	10	3.6	51.9
Pension	16	5.8	58.4
National Construction Authority	13	4.7	63.8
Clerical officer	3	1.1	65.0
Customer care	6	2.2	67.5
Immigration	6	2.2	70.0
Labour and social protection	4	1.4	71.6
Health	10	3.6	75.7
National registration Bureau	10	3.6	79.8
Administration	5	1.8	81.9
Access to Government Procurement Opportunities	6	2.2	84.4
Kenya National Chamber of Commerce and Industry	4	1.4	86.0
Information Communication Technology	10	3.6	90.1
County water and sewerage company	4	1.4	91.8
Identity Cards	6	2.2	94.2
Good conduct	4	1.4	95.9
Independent Electoral and Boundaries Commission	4	1.4	97.5
Directorate of Criminal investigation	2	.7	98.4
Kenya Power and Lighting Company	3	1.1	99.6
Registration	1	.4	100.0
Missing	35	12.6	
Total	238	100.0	

The study results in table 4.9, show that many respondents sampled were from National Social Security Fund (8.3%) closely followed by those from National Hospital Insurance Fund (6.8%), Higher Education Loans Board (6.5%), Pension (5.8%), County services (5.4%), Ethics & Anticorruption Commission (5.0%), National Construction Authority (4.7%), OMBUDSMAN (3.6%), Kenya Revenue Authority (3.6%), Credit bureau (3.6%), Health (3.6%), National Registration Bureau (3.6%), Information Communication Technology (3.6%), Lands (2.5%), Customer care (2.2%), Immigration (2.2%), Administration (1.8%) Access to Government Procurement Opportunities (2.2%), Identity Cards (2.2%), Clerical officer (1.1%), Labor and social protection (1.4%), Administration (1.8%), Kenya National Chamber of Commerce and Industry (1.4%), County water and sewerage company (1.4%), Independent Electoral and Boundaries Commission (1.4%), Good conduct (1.4%), Directorate of Criminal Investigation (0.7%), Kenya Power and Lighting Company (1.1%) and Registration (0.4%). Work stations recorded the highest missing questions of 12.6%. This helps to know the various public services offered at the Huduma Centres. It also helps to understand the centralization and decentralization of public services and what the public customer is able to access through Huduma Centre services.

4.2 Descriptive Analysis of Strategic Human Resource Practices

Descriptive analysis of strategic human resource practices on public service delivery of Huduma Centres in Kenya was done. There were four strategic human resource practices namely: Employee training, organizational culture, work environment and, recruitment and selection. There was also the mediating variable of government policies.

4.2.1 Employee Training

An investigation of the influence of employee training and public service delivery of Huduma Centres in Kenya was done. The respondents rated the items on a scale of 5 to 1, according to

this, 5 represented strongly agree, then 4 represented agree, More so,, 3 represented neutral and 2 and 1 were represented by disagree and strongly disagree respectively.

Table 4.10

The Influence of Employee Training on Public Service Delivery

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 4.10 pointed out that employee training in Huduma Centres in Kenya is based on the identified training needs. This was shown by a mean value 4.26 and standard deviation of 0.901 with majority of the respondents, 47.0% and 40.0% strongly agreeing and agreeing respectively.

Huduma Centres in Kenya were found to have adequate training methods and they provide behavior and attitude change. This is shown by a mean of 4.32 followed by a standard deviation of 2.631. Many branch managers and supervisors of various sections within Huduma Centres agreed that training is based on career growth. This was confirmed by the mean value of 3.87 and 1.053, standard deviation. 30.7% agreed strongly, 40.7% agreed, 17% were neutral while those that disagreed were 7.8% and 3.7% strongly disagreed.

From research findings, most respondents indicated that mentoring and coaching are done to strengthen talent and continuous learning. This was reflected with 3.99 mean value and 1.003 standard deviation. The people who responded agreed that the in-service programs have adequately enhanced behavioural, attitude improvement for building capacity in Huduma Centres shown by mean value of 4.18 and 0.851 standard deviation. Furthermore, there was an agreement that Huduma Centres experience skills and competency gaps in some tasks ($M = 3.60$, $SD = 1.115$). The respondents were indifferent on average as they neither agreed nor disagreed that in Huduma Centres there is duplication and overlapping of functions with majority, 35.3% disagreeing.

Finally, in Huduma Centres, employee training enables easier facilitation of change management of work processes. A mean value of 4.22 and a standard deviation of 0.883 showed this with most of the respondents, 42.8 strongly agreeing and 44.6% agreeing. The composite standard deviation is 1.2104, and the aggregate mean value is 3.875. This implies that the respondents agree that employee training as a strategic human resource practice, influence public service delivery of Huduma Centres in Kenya.

In the questionnaire, construct validity uses mean and variance. To see if the items in this sample have about the same amount of information about the construct being tested, both mean and the standard deviation have been used. It's often used to see if the standard deviations of the items are approximately equal, implying that they contribute equally to the overall ranking. This is to mean that, items ought to have approximately corresponding means and standard deviations (Yin et al., 2016).

Table 4.11

Analysis of Employee Training by Work Designation

Constructs	Branch manager		Supervisor	
	Mean	Standard Deviation	Mean	Standard Deviation
Training is based on identified needs.	4.2857	0.95706	4.3019	0.82232
Training methods provide behavior and attitude change.	4.3143	0.83213	4.1321	0.88778
Training is based on career growth.	4.0000	1.13759	3.8585	1.01120
Mentoring and coaching are done to strengthen talent and continuous learning.	4.0571	1.05560	4.0000	0.97844
The in-service programs have adequately provided behavioral and attitude development.	4.0857	0.91944	4.1981	0.84786
Huduma Centres experience skills and competency gaps in Huduma Centres.	3.9714	0.95442	3.5425	1.13250
There is duplication and overlapping of functions in Huduma Centres.	2.4286	1.26690	2.5425	1.20547
Employee training enables easier facilitation of change management in Huduma Centres.	4.3429	0.80231	4.2123	0.86930
Composite mean and standard deviation	3.9	1.0	3.8485	0.96936

Table 4.11 shows a comparison of the responses of the effect of employee training on the provision of public services of Huduma Centres split by work designation with two levels;

branch managers and supervisors. The findings in table 4.10 showed that employee training in Huduma Centres in Kenya is based on the identified training needs with branch managers agreeing (M = 4.2857, SD = 0.95706) in comparison to supervisors (Mean = 4.3019, Standard Deviation = 0.82232). Both branch managers and supervisors indicated that Huduma Centres in Kenya had adequate training methods and they provide behavior and attitude change as indicated by mean values of 4.3143 and 4.1321 respectively and standard deviations of 0.83213 and 0.88778 respectively. Branch managers and supervisors of various sections within Huduma Centres agreed that training is based on career growth as indicated by mean values of 4.0 and 3.8585 respectively and standard deviations of 1.13759 and 1.01120 respectively. Mentoring and coaching are done to strengthen talent and continuous learning. This was indicated by mean values of 4.0571 and 4.00 respectively and standard deviations of 1.0556 and 0.97844 respectively.

The respondents, both the branch managers and the supervisors agreed that the in-service programs have adequately brought both behavioural and attitude improvement in order to develop capacity in Huduma Centres. Huduma Centres experience skills and competency gaps in some tasks and that Employee training enables easier facilitation of change management in Huduma Centres. The mean values were approximately 4 indicating they agreed. On whether there is duplication and overlapping of functions in Huduma Centres, branch managers were found to disagree with a mean of 2.4286 and a 1.26690 standard deviation while the supervisors remained neutral as they neither agreed nor disagreed with 2.5425 as the average value and 1.20547 for the standard deviation.

4.2.2 Organizational Culture

The researcher sought to analyze organizational culture. The respondents were asked to assess influence organizational culture has on provision of public services by Huduma Centres in Kenya. Respondents rated the items on a scale of 5 to 1, where 5 meant strongly agree, 4 meant agree, 3 meant neutral, 2 meant disagree, and 1 meant strongly disagree.

Results are presented in the table 4.12 below

Table 4.12

The Influence of Organizational Culture on Public Service Delivery

Organizational culture	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Mean	Standard Deviation
There is a culture of transparency and accountability due to open communication.	48.9	36.2	11.2	2.6	1.1	4.291	0.851
Culture change has improved the image of Huduma Centre.	49.1	38.2	9.7	3.0	0.0	4.483	2.606
Every ministry offering their services through Huduma Centres have their own regulations norms and standards.	38.1	40.8	9.4	9.8	1.9	4.034	1.020
There is accountability of work in Huduma Centres.	57.4	35.5	4.2	2.3	0.8	4.464	0.749
There is respect for the rule of law in Huduma Centres.	59.2	34.0	3.8	2.3	0.8	4.487	0.744
There is observance of public service values in Huduma Centres.	59.9	33.3	5.2	0.0	1.5	4.502	0.733
Composite mean and standard deviation						4.4	1.1

From the research findings in Table 4.12, there is a culture of transparency and accountability due to open communication shown by 4.291, mean value and 0.851, standard deviation. Culture change has improved the image of Huduma Centre as depicted by 4.483 mean values and 2.606, standard deviation. Research outcomes pointed out that every ministry offering their services through Huduma Centres have their own regulations norms and standards shown by a standard deviation of 1.020, and a mean of 4.034. The research findings pointed out that there is accountability of work in Huduma Centres with a mean value of 4.464 and 0.749, standard deviation. The results indicated that the rule of law is respected in Huduma Centres which are expressed by 4.487 mean and 0.744, standard deviation. Study findings established that observance of public service values is found in Huduma Centres. This is clearly shown by 4.502 mean, and a value of 0.733, standard deviation.

Table 4.13

Analysis of Organizational Culture by Work Designation

Constructs	Branch manager		Supervisor	
	Mean	Standard Deviation	Mean	Standard Deviation
Culture of transparency and accountability due to open communication.	4.3846	0.81484	4.2694	0.85966
Culture has improved the image of Huduma Centres.	4.4359	0.71800	4.5023	2.85647
Every Ministry offering their services has their own regulations norms and standards.	4.1282	0.97817	4.0091	1.04043
There is accountability of work.	4.5641	0.59802	4.4475	0.77266
There is respect for the rule of law in Huduma Centres.	4.5385	0.55470	4.4795	0.77417
Observance of public service values in Huduma Centres.	4.5128	0.60139	4.5114	0.71908
Composite mean and standard deviation	4.4	0.7	4.4	1.2

Table 4.13 compares responses of influence of organizational culture upon which public services are delivered at Huduma Centres split by work designation with two levels; Branch managers and supervisors. From the research findings, table 4.12 shows that, both the branch managers and the supervisors had 4.3846 mean and 0.81484 standard deviation and 0.2694 mean value with 0.85966, standard deviation respectively, agree on the culture of transparency and accountability due to open communication. From the findings, the branch managers have a mean value of 4.4359, and 0.71800 standard deviation and supervisors 4.5023 mean, and 2.85647 standard deviation, strongly agree that culture has improved the image of Huduma Centres. The findings established that, branch managers have a mean value of 4.1282, standard deviation of 0.97817, and the supervisors with 4.0091 mean and 1.04043, standard deviation, agree that every ministry offering their services have their own regulations norms and standards.

The findings point out that branch managers had a mean of 4.5641, with a standard deviation of 0.59802 and supervisors with 4.4475 mean, and 0.77266, standard deviation, strongly agree that there is accountability of work. Both branch managers and supervisors had 4.5385 and 4.4795 mean with 0.55470 and 0.77417, standard deviation, respectively strongly agree that Huduma Centres uphold the rule of law. From the research findings, both branch managers and supervisors had a mean of 4.5128 and 4.5114 and standard deviation of 0.60139 and 0.71908 correspondingly, strongly agree that there is observance of public service values in Huduma Centres.

4.2.3 Work Environment

The researcher sought to analyze work environment. Branch managers and supervisors of the various sections were asked whether work environment would increase efficiency service delivery to the public customers of Huduma Centres. Respondents were asked to evaluate the

influence that work environment has on delivery of services to the public customers of Huduma Centres in Kenya. The people who replied rated the items on a scale of 5 to 1, where 5 denoted strong agreement, 4 denoted agreement, 3 denoted neutrality, 2 denoted disagreement, and 1 denoted strong disagreement. Table 4.14 summarizes the findings.

Table 4.14

The Influence of Work Environment on Public Service Delivery

Work environment	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
The working space in Huduma Centre is sufficient for public service delivery.	41.3	28.6	10.4	11.5	8.2	3.83	1.301
The workplace layout is convenient for public service delivery.	41.3	37.2	9.3	6.7	5.6	4.02	1.131
Integration of work activities within one building enhances service delivery.	58.2	33.2	6.0	2.2	0.4	4.47	0.741
The work processes are quick and reliable.	52.2	38.8	5.6	3.0	0.4	4.40	0.759
There is respect for the rule of law in Huduma Centres.	57.1	35.1	4.5	2.2	1.1	4.62	2.948
There is no provision of working tools in Huduma Centres.	17.4	31.3	20.0	20.4	10.9	2.762	1.264
The working hours are efficient.	36.8	41.7	10.2	6.4	4.9	3.99	1.081
Composite mean and standard deviation						4.0	1.3

Table 4.14 shows, the working space of Huduma Centres is sufficient for public service delivery as shown by mean value of 3.83 and 1.301 standard deviation, majority of respondents (41.3%) strongly agree and (28.6%) agreed that the working space for Huduma

Centre is sufficient for service delivery, However,, (11.5%) disagree and 8.2% strongly disagree that they have sufficient working space.

The findings depicted that, the workplace layout is convenient for public service delivery as depicted by 4.02 mean value with a standard deviation of 1.131, most respondents (41.3%) agree strongly and (37.2%) agreed that the work place layout is convenient for public service delivery while (6.7%) disagreed and 5.6 strongly disagreed that the workplace layout is convenient for public service delivery.

The research established that integration of work activities within one building enhance service delivery as depicted by a mean value of 4.47 and standard deviation of 0.741, many respondents (58.2%) strongly agreed and (33.2%) agreed that integration of work activities within one building enhance service delivery while (2.2%) disagreed and 0.4 strongly disagreed. The study established that the work processes are quick and reliable. This is shown with a mean of 4.40 and standard deviation 0.759, most of those who responded (52.2%) strongly agree and (38.8%) agree that the work processes are quick and reliable; However,, (3.0%) do not agree that the processes are quick and reliable.

The findings sought to establish if there is respect for the rule of law in Huduma Centres as depicted by 4.62 mean value and a standard deviation 2.948, (57.1%) strongly agree and (35.1%) agree that the rule of law is upheld; however, (3.0%) disagree and 0.4% strongly disagree with the fact that the rule of law is really upheld.

The research findings depict that, there is no provision of working tools in Huduma Centres as depicted by 2.762 mean value and the standard deviation is 1.264, among the majority who responded (31.3%) agree and 17.4% strongly agree. However, (20.4%) disagree and 10.9% strongly disagree while (20%) are neutral as to whether there is no provision of working tools

in Huduma Centres. The working hours are efficient as shown with the mean of 3.99 with standard deviation of 1.081, most of the responses (41.7%) agreed and (36.8%) strongly agree that the working hours are efficient. However, (6.4%) disagree and 4.9% strongly disagree that the working hours are efficient.

Table 4.15

Analysis of Work Environment by Work Designation

Constructs	Branch manager		Supervisor	
	Mean	Standard Deviation	Mean	Standard Deviation
The working Space is sufficient for public service delivery.	3.8500	1.33109	3.8082	1.31321
Workplace layout is convenient for public service delivery.	4.2500	0.92681	3.9635	1.18032
Integration of work activities within one building enhances service delivery.	4.7000	0.64847	4.4429	0.72957
The work processes are quick and reliable.	4.5000	0.71611	4.3744	0.76415
There is respect for the rule of law in Huduma Centres.	4.6750	0.61550	4.6484	3.23819
There is no provision of working tools in Huduma Centres.	2.5750	1.23802	2.7534	1.25743
The working hours are efficient.	3.9000	1.12774	3.9909	1.08362
Composite mean and standard deviation	4.1	0.9	4.0	1.4

Table 4.15 shows the responses of the factors that influence work environment on public service delivery at Huduma Centres in Kenya split by work designation with two levels; Branch managers and supervisors. From the research findings, both branch managers ($M = 3.85$, $SD = 1.33109$) and supervisors ($M = .8082$, $SD = 1.31321$) agree that the working space is sufficient for public service delivery. The findings established that, both branch managers

(M = 4.25, SD = 0.92681) and supervisors (M = 3.9635, SD = 1.18032) agree that workplace layout is convenient for public service delivery.

From the research findings, branch managers (M = 4.7, SD = 0.64847) strongly agree that Integration of work activities within one building enhance service delivery while supervisors (M = 4.4429, SD = 0.72957) agree on the same. The research findings depict that, branch managers (M = 4.5000, SD = 0.71611) and supervisors (M = 4.3744, SD = 0.76415) agree that the work processes are quick and reliable. From the findings, managers (M = 4.6750, SD = 0.61550), supervisors (M = 4.6484, SD = 3.23819) strongly agree that there exist respect of law in Huduma Centres. The findings established that, both branch managers (M = 2.5750, SD = 1.23802) and supervisors (M = 2.7534, SD = 1.25743) are indifferent as to whether there is no provision of working tools in Huduma Centres. The findings depicted that managers (M = 3.9, SD = 1.12774) and supervisors (M = 3.9909, SD = 1.08362) agree that the working hours are efficient.

4.2.4 Recruitment and Selections

The researcher sought to analyze recruitment and selection and its influence on the way public services are delivered in Huduma Centres. Responses of the study were presented, on the influence recruitment and selection has on service delivery in Huduma Centre Kenya. The respondents rated the items on a scale of 5 to 1, where 5 represented strongly agree, 4 represented agree, 3 represented neutral, 2 represented disagree and 1 represented strongly disagree. The results are presented in Table 4.16.

Table 4.16*The Influence of Recruitment and Selection on Public Service Delivery*

Recruitment and Selection	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
Recruitment and Selection is based on merit and fair competition.	26.4	41.5	19.6	10.2	2.3	3.796	1.017
Recruitment and Selection is in accordance with the constitution's and labor laws' requirements.	29.7	39.2	24.3	5.7	1.1	3.905	0.930
Demographically the workforce is diverse in tribes.	22.8	34.6	25.5	13.3	3.8	3.593	1.094
The workforce is diverse in gender.	26.6	42.2	18.4	8.6	4.3	3.781	1.066
There is a challenge in attracting and retaining technical and competent personnel in some areas of the country.	23.5	34.8	25.8	10.2	5.7	3.602	1.122
There is duplication and overlapping of functions in Huduma Centres.	7.6	12.9	20.2	41.8	17.5	2.513	1.149
The selection criteria in Huduma Centre is based on competence and skills.	27.2	42.3	19.2	7.5	3.8	3.815	1.037
Composite mean and standard deviation						3.6	1.1

The findings in table 4.16 show that recruitment and selection was based on merit and fair competition with a mean value of 3.796 and a standard deviation of 1.017. From the findings recruitment and selection is in line with provisions of the constitution and labour laws indicated by a mean of 3.905 and a standard deviation of 0.930. Demographics reveal that the

workforce is diverse in tribes was shown by a mean of 3.593 and a standard deviation of 1.094.

The research findings were depicted as; the workforce is diverse in gender confirmed by a mean of 3.781 and a standard deviation of 1.066. The findings were depicted with a mean value of 3.602 which confirms that attracting and retaining technical and professional staff to work in some parts of the country is difficult and a standard deviation value of 1.122. The findings depicted that, there is duplication and overlapping of functions in Huduma Centres as depicted by a mean of 2.513 and a standard deviation of 1.149. The selection criteria in Huduma Centre are based on competence and skills characterized by a mean of 3.815 and a standard deviation of 1.037.

Table 4.17

Analysis of Recruitment and Selection by Work designation

Constructs	Branch managers		Supervisor	
	Mean	Standard Deviation	Mean	Standard Deviation
Recruitment is based on merit and fair competition.	4.0541	0.88021	3.7793	1.01551
Recruitment is in line with the provisions of the constitution and labour laws.	4.1622	0.92837	3.8920	0.89684
Demographically the workforce is diverse in tribes.	3.8108	1.19810	3.5493	1.07443
The workforce is diverse in gender.	4.0000	0.97183	3.7418	1.08766
There is a challenge in attracting and retaining technical and professional staff to work in some parts of country.	3.5135	1.21613	3.6056	1.09646
There is duplication and overlapping of functions in Huduma Centres.	2.5135	1.28283	2.5070	1.13112
There is selection criteria in Huduma Centre based on competence and skills.	3.9189	0.86212	3.8357	1.01230
Composite mean and Standard deviation	3.7	1.0	3.6	1.0

In table 4.17 the study compared the responses of recruitment and selection and the influence it has on service delivery of Huduma Centres in Kenya split by work designation with two levels; Branch managers and supervisors. From the findings, both the branch managers ($M = 4.0541$, $SD = 0.88021$) and supervisors ($M = 3.7793$, $SD = 1.01551$) agree that Recruitment is based on merit and fair competition. The research findings depict that both branch managers ($M = 4.1622$, $SD = 0.92837$) and supervisors ($M = 3.8920$, $SD = 0.89684$) agree that recruitment is done in accordance with the constitution and labor laws.

The findings depict that, both branch managers ($M = 3.8108$, $SD = 1.19810$) and supervisors ($M = 3.5493$, $SD = 1.07443$) both agree that Demographically the workforce is diverse in tribes. The findings point out that, both branch managers ($M = 4.0000$, $SD = 0.97183$) and supervisors ($M = 3.7418$, $SD = 1.08766$) agree the workforce is diverse in gender. The findings point out that both the branch managers ($M = 3.5135$, $SD = 1.21613$) and supervisors ($M = 3.6056$, $SD = 1.09646$) agree that there is a challenge in retaining and attracting professional and technical staff to work in some parts of country.

The research points out that both branch managers ($M = 2.5135$, $SD = 1.28283$) and supervisors ($M = 2.5070$, $SD = 1.13112$) play a neutral ground that there is duplication and overlapping of functions in Huduma Centres. The research findings depict that both branch managers ($M = 3.9189$, $SD = 0.86212$) and supervisors ($M = 3.8357$, $SD = 1.01230$) agree that there is selection criteria in Huduma Centre based on competence and skills.

4.2.5 Public Service Delivery

The researcher also collected information on public service delivery from the public customer who benefited from Huduma Centres. The respondents rated the items on public service delivery on a scale of 5 to 1, where 5 represented strongly agree, 4 represented agree, 3

represented neutral, 2 represented disagree and 1 represented strongly disagree. Table 4.18 summarizes the findings.

Table 4.18

The Influence of Public Service Delivery in Huduma Centres in Kenya

Public Service Delivery	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
The services employees deliver in Huduma Centres 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
The location of Huduma Centres is accessible, reliable and convenient to customers.	39.9	35.1	13.8	10.1	1.1	4.03	1.021
The services offered in Huduma Centre are reliable.	40.2	43.5	12.3	3.6	0.4	4.20	0.817
Huduma Centres fully conform to and fulfill the provisions of the constitution and expectations of the public.	42.5	46.2	8.0	2.9	0.4	4.29	0.762
There is responsiveness to citizens' needs in Huduma Centres.	37.5	52.0	6.9	2.5	1.1	4.22	0.772
There is professionalism in Huduma Centres.	46.0	41.2	8.4	3.6	0.7	4.28	0.824
There is respect for the rule of law in Huduma Centres.	46.0	43.1	6.9	3.6	0.4	4.31	0.784
There is observance of public service values in Huduma Centres.	42.5	45.1	8.4	3.3	0.7	4.25	0.803
Composite mean and standard deviation						4.2	0.8

According to the findings, majority of (48.2%) of the public customers did agree that the services employees deliver in Huduma Centres are of good quality, 39.5% strongly agreed, 7.6% remained neutral, 4.7% disagreed and no one strongly disagreed that the services employees deliver in Huduma Centres are of good quality. Research also show that a majority 47.1% of the public customers agreed that employees are highly engaged in their work of serving clients ,40.6% strongly agreed, 7.2% remained neutral, 4.7% disagreed and 0.4% Of the public customers strongly disagreed that employees are highly engaged in their work of serving clients satisfactorily.

The research also established that a majority of 39.4% of the respondents agreed that there is quick response to clients' needs, 37.6% strongly agreed, 15.3% remained neutral, 6.2% disagreed and 1.5% strongly disagreed that there is quick response to clients' needs. More so, on whether the location of Huduma Centres is accessible, reliable and convenient to customers, majority 39.9% of the respondents strongly agreed, and 35.1% agreed, 13.8% neither agreed nor disagreed, and 10.1% disagreed and 1.1% strongly disagreed.

The research went further to find out if the services offered in Huduma center are reliable and the majority of 43.5% of the respondents agreed, 40.2% strongly agreed, 12.3% remained neutral, 3.6% disagreed and 0.4% strongly disagreed. The respondents also confirmed with the majority of 46.2% agreeing that Huduma Centres fully conform to and fulfill the provisions of the constitution and expectations of the public, 42.5% strongly agreed, 8.0% remained neutral, 2.9% disagreed and 0.4% strongly disagreed. Research findings also show that there is responsiveness to citizens' needs in Huduma Centres with the majority of 52% agreeing, 37.5% strongly agreeing, and 6.9% neutral, 2.5% disagreed and 1.1% strongly disagreed. On matters concerning professionalism in Huduma Centres, research findings

show that a majority of the respondents strongly agreed, 41.2% agreed, 8.4% neutral, 3.6% disagreed and a minority of 0.7% of the respondents strongly disagreed.

The findings also show that a high number of respondents 46% strongly agreed that there is respect for the rule of law in Huduma Centres, 43.1% agreed, 6.9% neutral, and 3.6% disagreed and a minority of 0.4% strongly disagreed. Finally the findings showed that 45.1% of the respondents agreed that there is observance of public service values in Huduma Centres, 42.5% strongly agreed, 8.4% remained neutral, 3.3% disagreed and 0.7% strongly disagreed. 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

4.2.6 Government Policies

The researcher analyzed the mediating variable of government policies on public service delivery in Huduma Centres. The participants were asked to evaluate the impact of government policies on the delivery of public services in Kenya's Huduma Centres. The respondents rated the items on a scale of 5 to 1, where 5 represented strongly agree, 4 represented agree, 3 represented neutral, 2 represented disagree and 1 represented strongly disagree. The results are presented in Table 4.19.

Table 4.19

The Mediating Effect of Government Policies on Public Service Delivery of Huduma Centres in Kenya

Constructs	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	Standard Deviation
Government policies influence public service delivery in Huduma Centres.	1.9	3.4	6.0	45.5	43.2	4.24	0.859
Priorities in political developments influence public service delivery in Huduma Centres.	5.3	17.4	20.0	35.5	21.9	3.51	1.165
Economic resources available influence public service delivery in Huduma Centres.	1.1	7.9	15.7	41.9	33.3	3.99	0.953
Government budgets influence public service delivery in Huduma Centres.	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 Centres.	1.5	6.8	12.9	45.8	33.0	4.02	0.933
Composite mean and standard deviation						4.0	0.643

Table 4.19 shows that government policy was indicated by 5 items. On the first item, the results indicated that government policies influence public service delivery in Huduma Centres (M = 4.24, SD = 0.859) with majority, 88.7% agreeing. The second item was on priorities in political developments and whether they influence public service delivery in Huduma Centres. The respondents were found to agree (M = 3.51, SD = 1.165). The third item asked whether economic resources available influence public service delivery in Huduma Centres from which the respondents agreed (M = 3.99, SD = 0.953). The

respondents again agreed that the Government budgets did influence public service delivery in Huduma Centres ($M = 4.18$, $SD = 0.940$). Lastly on Government policies, the participants were asked whether laws that define institutional processes influenced public service delivery in Huduma Centres. The respondents agreed on average ($M = 4.02$, $SD = 0.933$). 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.

4.3 Test of Assumptions of the Variables

In order to infer statistically from the findings, certain assumption should be fulfilled. Statistical tests, whether parametric or nonparametric, have several assumptions concerning the data which the test is planned to be used. Unmet assumptions may make a researcher to make wrong conclusions about the results, and the inferences implied will not be justified (Verma & Abdel-Salam, 2019). The test assumptions that were considered in this study are normality test of all study variables, test of normality for the residuals, test of homogeneity of variance, testing for outliers and testing for multicollinearity diagnostics.

4.3.1 Test of Normality for all Variables

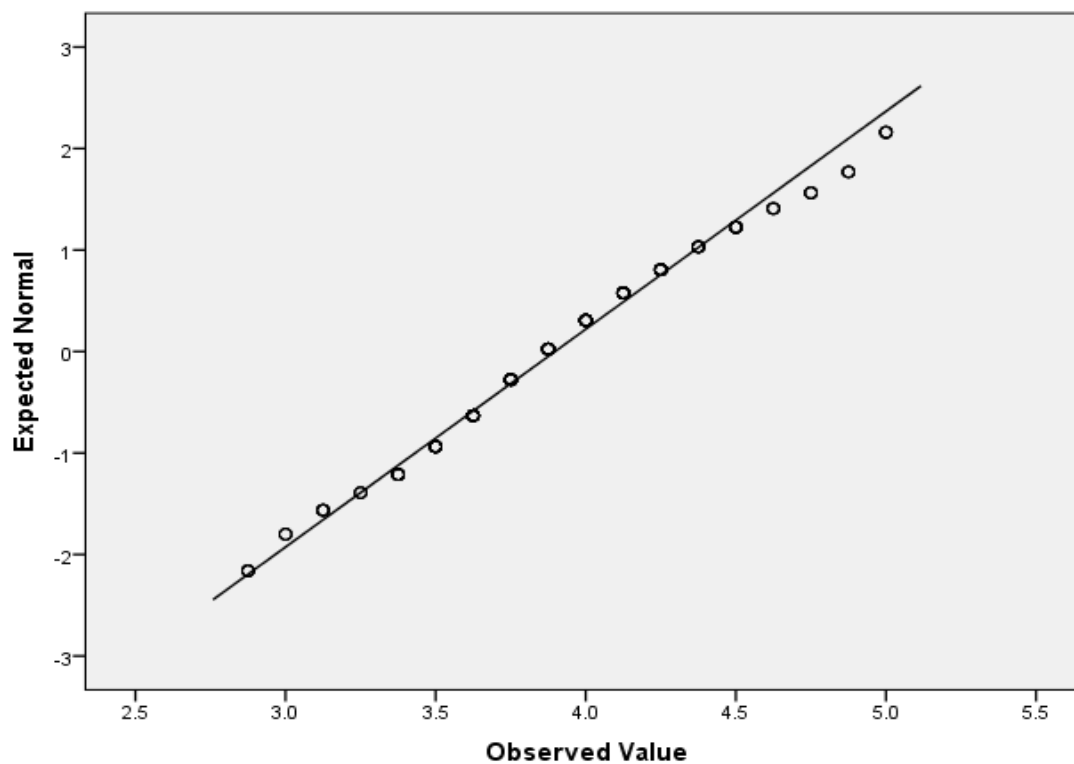
Normality test was performed for all the study variables. A graphical method of normal Q-Q plots was used to test for normality and the Q-Q plots were also presented to give a graphical presentation of normality. Normality Q-Q plots show normality, indicated, if the points have a tendency of lying on the diagonal line. Q-Q plots make a comparison of two distributions by matching a common set of quartiles (King'oriah, 2004).

If the empirical distribution is consistent with the theoretical distribution, then the points will fall on a line. The Q-Q plot is a useful visualization tool for evaluating a random variable's empirical probability distribution to any theoretical distribution. Q-Q plot makes a

comparison between two probability distributions through plotting theoretical quartile (horizontal axis) against empirical quartile (vertical axis). It's used to see if the residuals of a regression are distributed normally. The Q-Q plot would show a consistent pattern in a line if the residuals are normally distributed (Galton, 1885; Huang et al., 2019; Almeida et al., 2019).

Figure 4.1

Normal Q-Q Plot for Employee Training



According to figure 4.1, the data on employee training is normally distributed. This implies that the data for employee training was appropriate for further analysis.

Figure 4.2

Normal Q-Q Plot for Organizational Culture

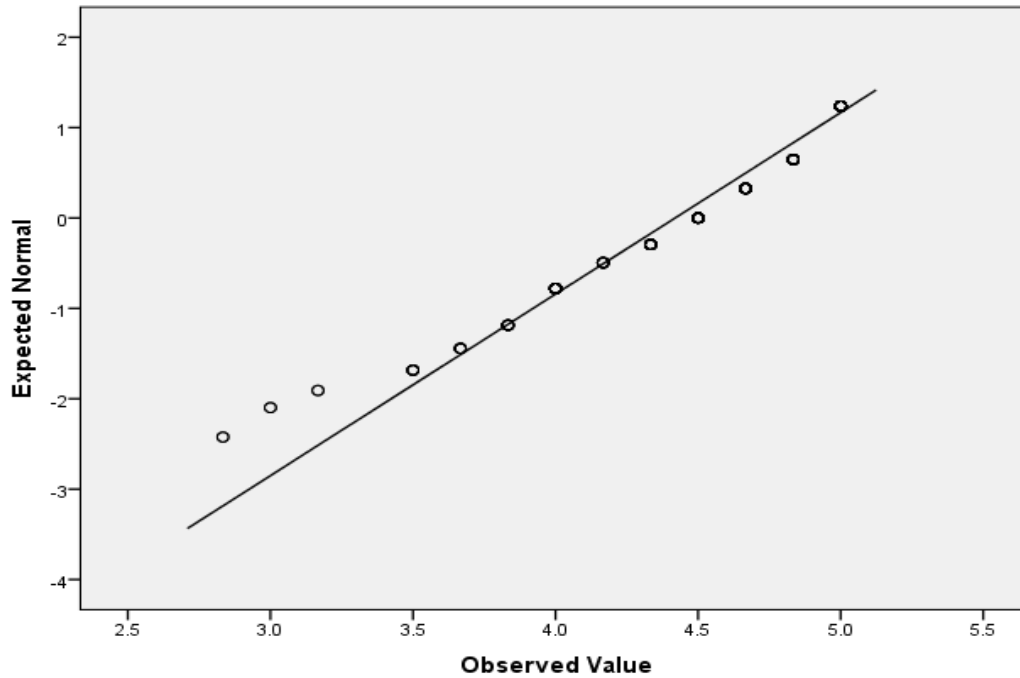
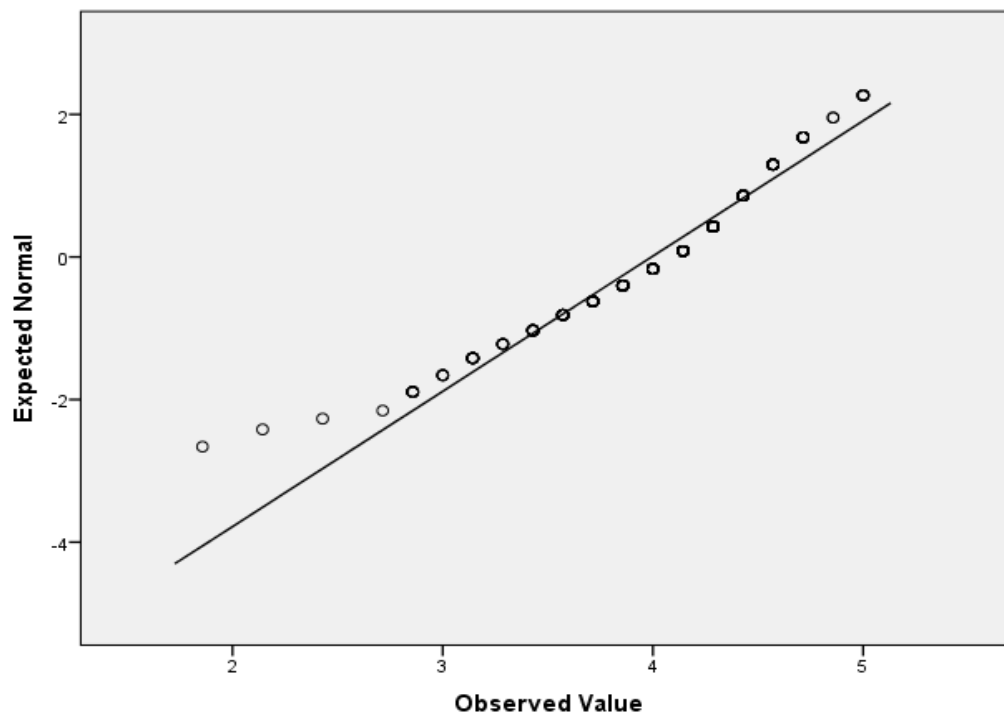


Figure 4.2 shows that, the data on organizational culture is normally distributed along the line of fit. This implies the data for organizational culture was appropriate for further analysis.

Figure 4.3

Normal Q-Q Plot for Working Environment



According to figure 4.3, work environment data is normally distributed. This implies that the data for work environment was appropriate for further analysis.

Figure 4.4

Normal Q-Q Plot for Recruitment and Selection

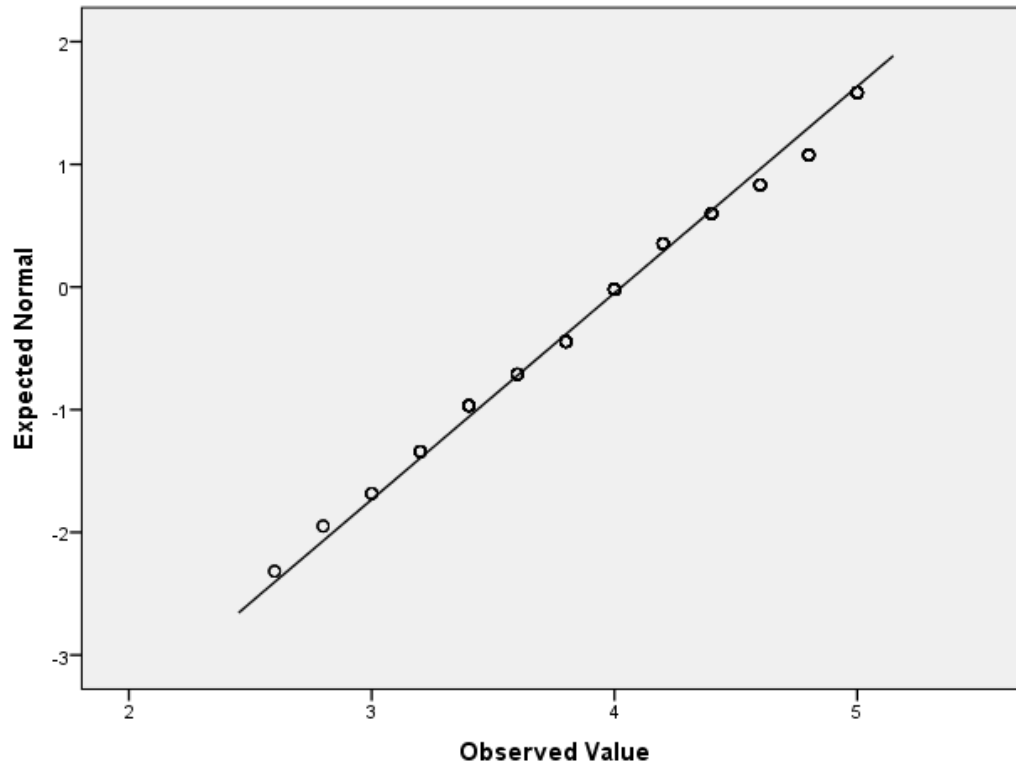


Figure 4.4 shows that recruitment and selection data is normally distributed. This implies that the data for recruitment and selection was appropriate for further analysis.

Figure 4.5

Normal Q-Q Plot for Public Service Delivery

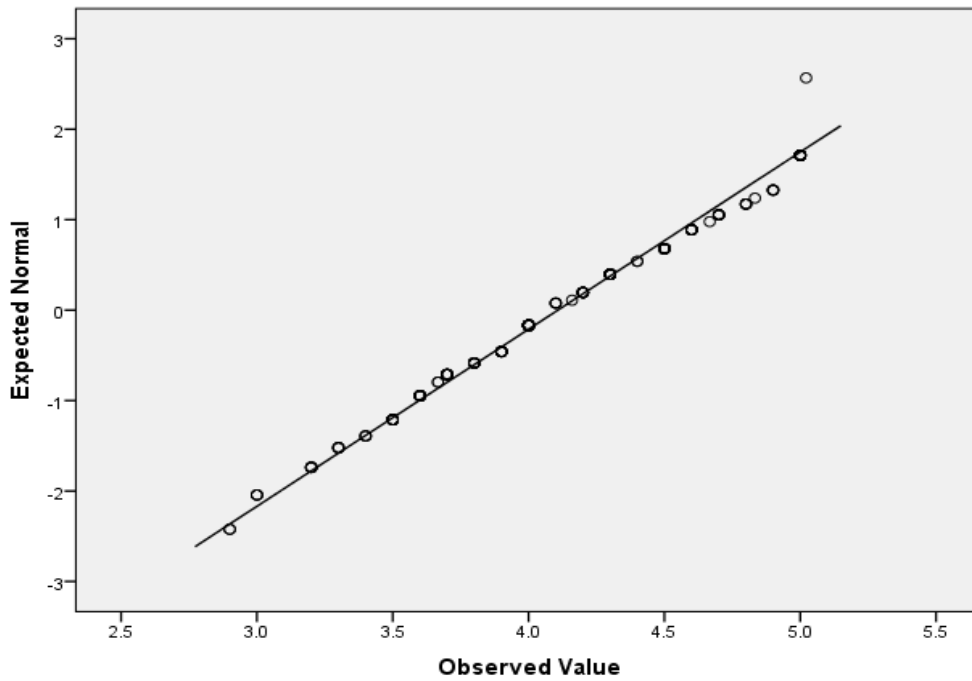


Figure 4.5 shows that, public service delivery data is normally distributed. This implies that the data for public service delivery was appropriate for further analysis

Figure 4.6

Normal Q-Q Plot for Government Policies

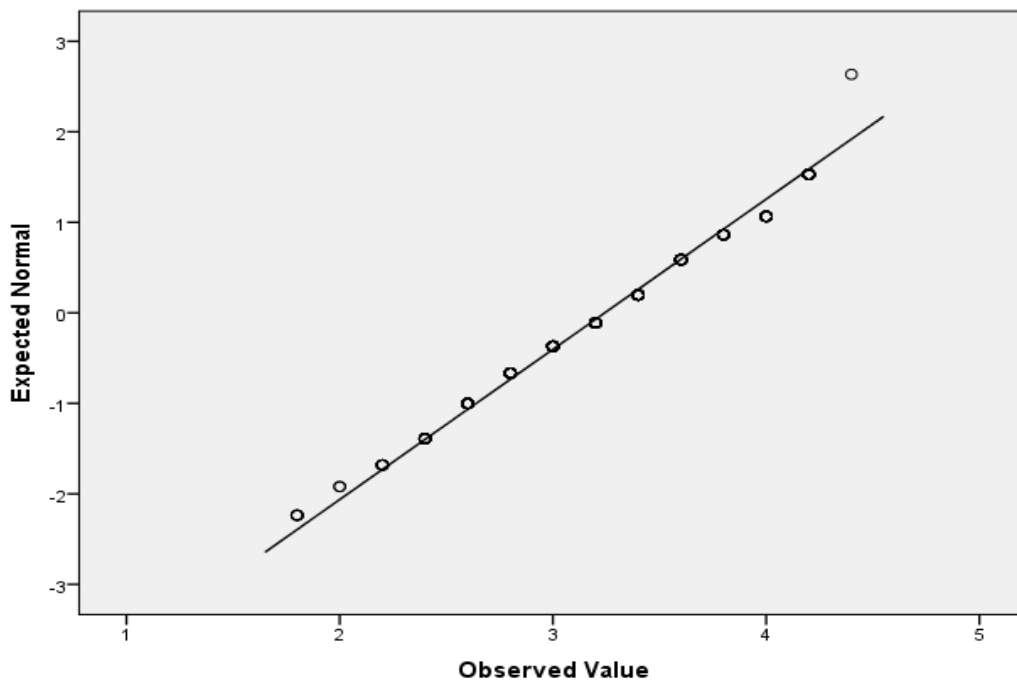


Figure 4.6 shows that, the data for government policies is normally distributed. This indicates that the data for government policies was suitable for further analysis.

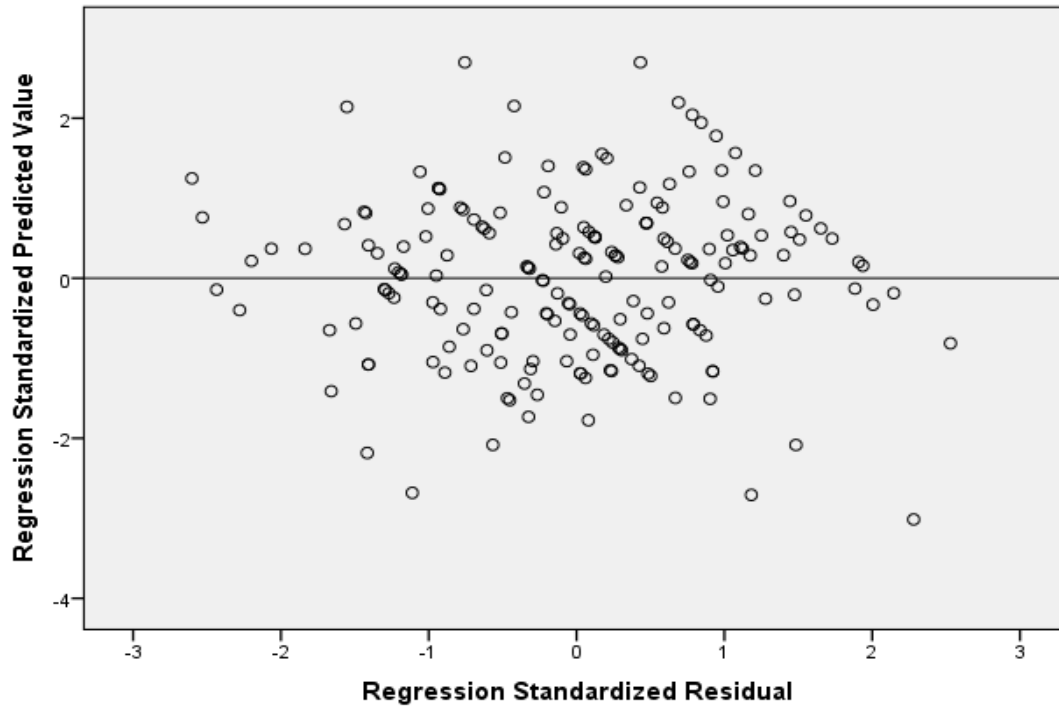
4.3.2 Homogeneity of Variance

This is also known as homoscedasticity and means constancy of variance. The residuals are assumed to be the same for all values of the independent variables in regression analysis (Sharpe et al., 2016). In testing for homoscedasticity, a residual scatter plot for predicted scores and standardized residual values, also called errors of prediction, was also used. If the scores are randomly distributed across a horizontal line, this assumption is achieved (Shao et al., 2017).

A scatter plot diagram was used. A scatter plot is the best tool of ascertaining the correlation between variables because it is readily understandable and helps to form a rough idea of the nature of the relationship between the variables simply by going-over the graph. In addition, a scatter diagram is not affected by extreme observations. Nevertheless a scatter diagram is not recommended if the number of observations is very large. A scatter diagram only helps to know about the nature of the relationship whether it is positive or negative and whether it is high or low and it does not necessarily provide us with an exact measure of the extent of the relationship between the variables. The scatter plot helps to get an imprecise estimate line of best fit (Gupta, 2019).

Figure 4.7

A Scatter Plot of the Predicted Values and Residual Values of Public Service Delivery of Huduma Centres in Kenya



According to the results in figure 4.7, the scores for public service delivery appear to be randomly distributed. This revealed that the assumption of homoscedasticity had not been violated. It shows that the error terms for public service delivery are homoscedastic. This implies that the data for public service delivery can be analyzed further and is appropriate for analysis.

4.3.3 Multicollinearity

Multicollinearity is the presence of correlations in a relationship between more than two predictors. Multicollinearity refers to the high correlation among the independent variables. In linear regression analysis, independent variables are assumed not to be highly correlated with each other (Gupta & Gupta, 2018)

In this study, Tolerance test and Variance Inflation Factor (VIF) was used to check for multicollinearity. These tests were performed on the independent variables namely: employee training (ET), organizational culture (OC), work environment (WE), recruitment and selection (RS) and the mediating variable of government policies (M).

Table 4.20

Multicollinearity Test

Variable	Tolerance	VIF
Employee training	0.893	1.120
Organization culture	0.871	1.148
Work environment	0.880	1.136
Recruitment and selection	0.914	1.094
Government policies	0.814	1.229

Table 4.20 reveals that multicollinearity did not exist among the study variables. Multicollinearity is indicated by a tolerance value below 0.2, whereas no multicollinearity is indicated by a tolerance value above 0.2 (King'oriah, 2004; Belsley, 1991)

Gujarati (2007) on the other hand, suggested that a VIF greater than 5 indicates multicollinearity, whereas a VIF less than 0.5 indicate no multicollinearity. Table 4.20 shows that, there was no multicollinearity that existed among all study variables. As a result, there was no violation of the assumption of no multicollinearity. This shows that variables of employee training (ET), organizational culture (OC), work environment (WE), recruitment and selection (RS) were not correlated. The mediating variable of government policies was not correlated either. This implies that the study variables are appropriate for further analysis.

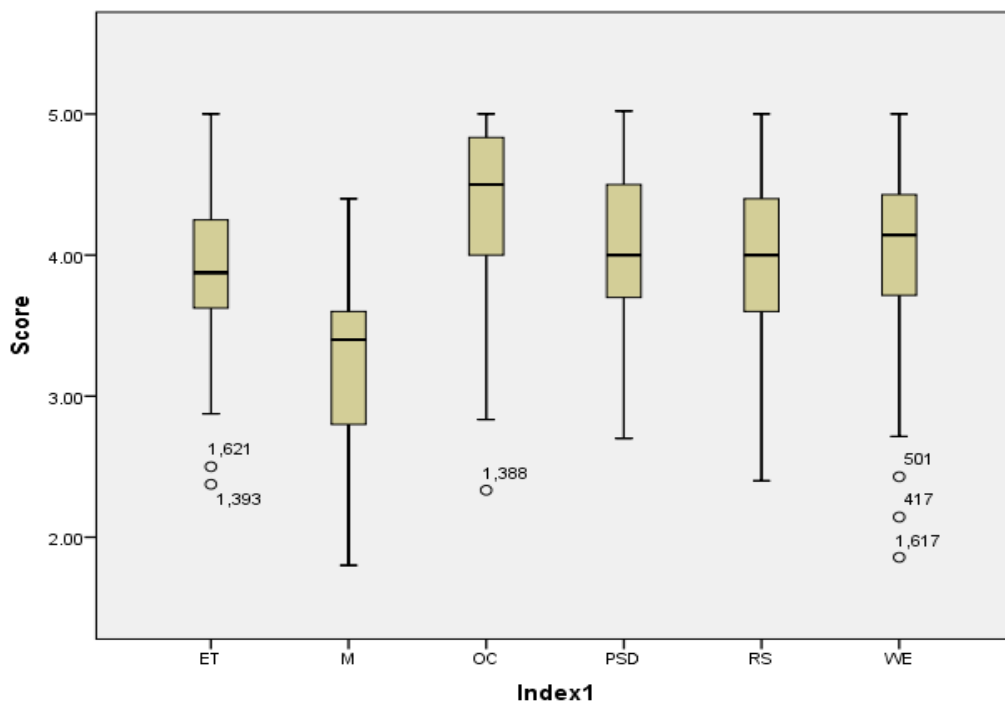
4.3.4 Test of Outliers

Outliers are the extreme values or points which fall above the third quartile or below the first quartile by more than 1.5 times the interquartile range in a set of data. Outliers can cause errors in statistical analyses (Gupta, 2019).

Tukey (1977) came up with the boxplot as an easy way of drawing data visualization as part of exploratory data analysis. Box plots are graphically used to depict the distribution of at least one or more quantitative variables. The box plot helps to convey main features of a numeric dataset at a simple glance. Box plots use statistical summaries of median and interquartile range, which are vigorous in the existence of skewness and outliers and they don't need any assumptions about the population. In a box plot, data values that go beyond limits are considered as outliers or potential outliers and are Therefore, marked as individual points (Nuzzo, 2016). In this study, outliers were tested using box plots and the results were presented in Figure 4.8.

Figure 4.8

Boxplots of the Study Variables



Employee training (ET) was found to have two outliers, organizational culture (OC) has one outlier and work environment (WE) has three outliers. However, mediating variable (M), recruitment and selection (RS) and public service delivery (PSD) fell within the overall distribution pattern indicating the absence of outliers. The outliers in employee training, organizational culture and work environment were then deleted before the analysis. Therefore, all the other variables that remained were included for further analysis.

4.3.5 Correlation Analysis

In this section, correlation analysis was used to determine the significance, direction, and strength of the linear relationship between public service delivery (PSD), which is the dependent variable, and employee training (ET), organizational culture (OC), work environment (WE) and recruitment and selection (RS) which are the independent variables and the mediating variable of government policies (M).

A Pearson's correlation analysis was used to fulfill this. The Pearson's correlation coefficient values range from -1 to 1. A perfect negative relationship is indicated by -1, a zero indicates that there isn't any relation seen between the variables. +1, on the other hand, denotes a perfect positive relationship. Moreover, a value of 0.5 for the absolute Pearson's correlation shows a moderate linear relationship between the variables, while a value of less than 0.4 implies a weak linear relationship. The direction of the relationship is indicated by the sign of the Pearson's correlation coefficient value. Finally, at a 99% confidence level, a p-value of less than 0.01 indicates that the linear relationship between variables involved is statistically significant (Schober et al., 2018). Table 4.21 shows the results.

Table 4.21*Correlation Analysis*

		ET	OC	WE	RS	M	PSD
Employee training	Pearson	1					
	Correlation						
	Sig. (2-tailed)						
	N	278					
Organizational culture	Pearson	.197**	1				
	Correlation						
	Sig. (2-tailed)	.001					
	N	278	278				
Work environment	Pearson	.123*	.248**	1			
	Correlation						
	Sig. (2-tailed)	.040	.000				
	N	278	278	278			
Recruitment and selection	Pearson	.276**	.389**	.254**	1		
	Correlation						
	Sig. (2-tailed)	.000	.000	.000			
	N	278	278	278	278		
Government policies	Pearson	.155**	.243**	.225**	.426**	1	
	Correlation						
	Sig. (2-tailed)	.010	.000	.000	.000		
	N	278	278	278	278	278	
Public service delivery	Pearson	.254**	.170**	.183**	.253**	.594**	1
	Correlation						
	Sig. (2-tailed)	.000	.005	.002	.000	.000	
	N	278	278	278	278	278	278

** . Correlation is significant at the 0.01 level (2-tailed)
* . Correlation is significant at the 0.05 level (2-tailed)

According to Table 4.21 results show that there was a positive significant low linear relationship between public service delivery (PSD) and employee training (ET), $r = 0.254$; $p = 0.000$; organizational culture (OC) $r = 0.170$; $p = 0.005$, work environment (WE), $r = 0.183$; $p = 0.002$, and recruitment and selection (RS), $r = 0.253$; $p = 0.000$. Lastly, the government policies (M) which was the mediating variable had a positive statistically significant moderate relationship with public service delivery (PSD), $r = 0.594$; $p = 0.000$.

This was shown by significant p-values less than 0.01 at 99% confidence level. This implies that strategic human resource practices have a significant relationship on Public service delivery in Huduma Centres indicating a positive association.

4.4 Hypothesis Testing Using Multi Regression Analysis Model

Multiple regression analysis was performed to assess the influence that strategic human resource practices have on public service delivery of Huduma Centres in Kenya, where public service delivery is the dependent variable while independent variables include; employee training (ET), organizational culture (OC), work environment (WE) and recruitment and selection (RS). Government policies (M) is the mediating variable.

Table 4.22

ANOVA Test Results for the Model Fit

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.423	4	23.356	8.869	.000 ^b
	Residual	718.955	273	2.634		
	Total	812.378	277			
2	Regression	311.450	5	62.290	33.823	.000 ^c
	Residual	500.929	272	1.842		
	Total	812.378	277			

a. Dependent Variable: PSD
b. Predictors: (Constant), RS, WE, ET, OC
c. Predictors: (Constant), RS, WE, ET, OC, M

Table 4.22 shows ANOVA results for the model fit, which indicates that the independent variables significantly predicted public service delivery of Huduma Centres in Kenya at 95% level significance as indicated by, $p = 0.0001, \leq 0.05$. In model 1 the critical value was, $F = 8.869$; the p value is less than significance level of 0.05 and in model 2 critical value was, $F = 33.823$; the p value is also less than significance level of 0.05 respectively.

Table 4.23*Model Coefficients for Multi Regression Model - Hypothesis Results*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.207	.470	4.697	.000		
	Employee training	.183	.058	.189	3.167	.002	.913
	Organizational culture	.059	.083	.045	.716	.475	.818
	Work environment	.129	.071	.109	1.820	.070	.908
	Recruitment and selection	.186	.077	.156	2.430	.016	.786
2	(Constant)	2.061	.393	5.241	.000		
	Employee training	.168	.048	.173	3.469	.001	.912
	Organizational culture	.007	.070	.005	.100	.920	.814
	Work environment	.051	.060	.043	.859	.391	.895
	Recruitment and selection	-.065	.068	-.055	-.956	.340	.696
	Government policies	.464	.043	.580	10.881	.000	.799

a. Dependent Variable: PSD

Table 4.23 shows that in the first model, not all the study variables had significant betas. Employee training was significant (ET); $\beta = 0.183$, $p = 0.002$ ($p \leq 0.05$), organizational culture (OC) was insignificant; $\beta = 0.059$, $p = 0.475$ ($p \leq 0.05$), work environment was insignificant (WE); $\beta = 0.129$, $p = 0.070$ ($p \leq 0.05$), and recruitment and selection was significant (RS); $\beta = 0.186$, $p = 0.016$ ($p \leq 0.05$).

In the second model regression analysis was used to investigate the hypothesis that government policies mediate the relationship between strategic human resource practices and

public service delivery. Government policies had significant mediating effect on the relationship between employee training and PSD. As indicated by $p = 0.001$ tested at $p \leq 0.05$ value which is less than 0.05. However, the mediating variable had insignificant mediating effect on the relationship between organizational culture (OC) and PSD ($\beta = 0.007$, $p = 0.920$), work environment (WE) and PSD ($\beta = 0.051$, $p = 0.391$) and recruitment and selection (RS) and PSD ($\beta = -0.065$, $p = 0.340$).

The ANOVA table indicated that the model fits and therefore, the variables of the equations were substituted with coefficients as indicated in the equations 4.1 and 4.2.

$$\text{PSD} = 2.207 + 0.183\text{ET} + 0.059\text{OC} + 0.129\text{WE} + 0.186\text{RS} \dots \dots \dots \text{Equation 4.1}$$

$$\text{PSD} = 2.061 + 0.168\text{ET} + 0.007\text{OC} + 0.051\text{WE} - 0.065\text{RS} + 0.465\text{M} \dots \dots \dots \text{Equation 4.2}$$

Equation 4.1 shows that, for every unit increase in employee training, public service delivery increases by 0.183 units or 18.3 %. On organizational culture, for every unit increase in organizational culture, public service delivery increases by 0.059 units or 5.9 %. More so, for every unit increase in working environment, public service delivery increases by 0.129 units or 12.9 %. Ultimately, for every unit increase in recruitment and selection, public service delivery increases by 0.186 units or 18.6 %.

After introducing the mediating variable as shown in equation 4.2, public service delivery increases by 0.168 units or 16.8% for every unit increase in employee training. In addition, for every unit increase in organizational culture, public service delivery increases by 0.007 units or 0.7 %. Moreover, for every unit increase in working environment, public service delivery increases by 0.051 units or 5.1 %. More so, for every unit increase in recruitment and selection, public service delivery decreases by 0.065 units or 6.5 %.

Table 4.24

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.339 ^a	.115	.102	1.62282	.115	8.869	4	273	.000
2	.619 ^b	.383	.372	1.35707	.268	118.386	1	272	.000

a. Predictors: (Constant), RS, WE, ET, OC
b. Predictors: (Constant), RS, WE, ET, OC, M

Table 4.24 shows that the variation in public service delivery explained by the independent variables increased by 26.8%. This indicated that government policies mediated the relationship between the independent variables and the dependent variable.

4.4.1 Influence of Employee Training on Public Service Delivery of Huduma Centres in Kenya

A multiple regression analysis was performed with public service delivery at Huduma Centres in Kenya as the dependent variable, and employee training as the independent variable. To assess the effect of employee training on public service delivery at Huduma Centres in Kenya, the following hypothesis was tested.

H₀₁: Employee Training has no Influence on Public Service Delivery of Huduma Centres in Kenya

H_{A1}: Employee Training has Influence on Public Service Delivery of Huduma Centres in Kenya

The study's findings as depicted in the first model reveal that, the p value on employee training was significant as it was less than 0.05 ($p = 0.002$). As a result, the null hypothesis is

rejected and it was concluded employee training has significant influence on public service delivery of Huduma Centres in Kenya.

Research shows that employee training is a key and an important factor to public service delivery. Kiiru (2015) investigated the effect of SHRM activities on the efficiency of Kenyan parastatals. Study postulated that employee training as a strategic human resource practice has positive and significant impact on public delivery of services. Different types of training to employees are required, so as to have enhanced delivery of public services. Employee training is also more favorable if it is in line with the jobs since skills and knowledge is an important base for any human resource competitive advantage. It is recommended that human resource managers ensure that training is linked to the overall strategy of the public service delivery.

Mwangi and Gachunga (2016) also supports employee training and adds that employee training significantly influences on provision of public services. In research on impact of career development and delivery of service in the public sector it is concluded that training is very important in public service delivery in enhancing employee career development, and that it cannot be underrated or substituted by anything else. The research shows that there is a link between training and public service delivery. Many employees prefer different trainings; in-service training, improved academic training, seminars and exhibitions.

Caillier (2017) also supports employee training in the public service. Employees involved in public service delivery can be motivated through transformational leadership training. This suggests that public service delivery motivation can be engineered by incorporating transformational leadership training into public service programs. However, there should be a proper and a long term plan of ensuring that the training programs in public service delivery are well implemented.

Okumu et al. (2018) explored the implications employee training has and an effect on employee efficiency in the Kenyan judiciary. Descriptive research methodology was used. Population was 400 non-judicial workers of Milimani Law Courts. 210 employees were chosen using stratified simple random sampling. For data interpretation, descriptive and inferential statistics were used. Employee training has a positive impact on employee success, according to the results of the report. However, the effect of policies and employee training was insignificant for forecasting employee performance. More so, the study shown that there existed no difference between position of the employees and performance in the Kenyan judiciary. Recommendations were for the organization to do budgetary allocation and the organization to set aside adequate resources for training. The training organizers are also advised to take on other instructional approaches like teleconferencing, videoconferencing and internet. The study also recommended training needs assessment to be done before doing any training program, to ensure employee training effectiveness. However, the study only focused on the accessibility of training materials, knowledge transfer and instructional media and their effect on employee performance.

According to Mpofu and Hlatywayo (2015), employee training and development is a useful tool to enhance service delivery. This was done in a case of selected municipalities in South African country. The study used quantitative approach, through the use of survey questionnaires. The study sample involved of 150 employees. It was noted that municipal employees had poor work performance and conduct. Employees engaged in corruption while others had poor qualifications that inhibited their work effectiveness and performance. The results showed that that there should be good training and development of employees' structures and procedures to improve performance of employees which in turn enhance improved services. The employee training benefits include development of employee skills,

increase in productivity, technology advancement, reduced employee turnover, increased profitability, employee satisfaction, fair remuneration as well as increased employee career opportunities. Employee training and performance have a positive and significant relationship. Proper training of employees and development is revealed in the employee's achievement in their tasks, management, and skill improvement and employee satisfaction. In conclusion, employee training and development increases organizations effectiveness. The study only focused on local municipal authorities in South Africa.

Implementation of human resources practices in public service delivery is still facing challenges since there are public service institutions that don't take employee training with the importance it deserves. There are public institutions that lack training and those that do training; employee training is not linked to task and organizational needs. In this case, efficiency of public service delivery is affected. There is also failure to involve all staff, and more so, lack of monitoring and evaluation of the employee training strategies laid down by the public service human resource (Oketch, 2017).

Masenge et al. (2018) add that there are other areas like the counties where the level of public service delivery is not satisfactory and owing to a variety of challenges. These problems include a lack of equal opportunity for all employees to participate in training, resulting in skewed trainings, a lack of an training policies that are internal and reliant on the training policy for national government's public service, that doesn't take care of basic requirements, and not having stakeholder engagement, resulting in rare trainings that do not meet their training needs. As a result, a training needs assessment for all employees should be conducted in order to develop a superior workforce through focusing on weakness areas as well as trying to develop them through relevant courses as needed. In terms of allocations of budgets, which are usually seen to be a barrier to effective service provision, study found

only a small amount of resources is set aside for training for each employee, further impeding employees' ability to provide quality service. Budget allocations are supposed to be increased in order to take care of all the training needs of the employees. Relevant training should be provided so as to minimize labor turnover, reduced equipment breakdowns result in lower maintenance costs and fewer customer complaints. Finally, a clear monitoring and evaluation method should be put in place to hold employees accountable for public service delivery. Organizations should keep in mind when designing training programs. Employees need training to enhance their service delivery and skills, which boosts organizational efficiency.

Bujang (2015) in his study on education effectiveness and management of training of Malaysian public servants using quantitative survey methods on a sample of 290 public employees in center for education and training, found that training did not provide important effect on official government performance increase. Employee training and education of public employees' management in the Regional Education and Training Center of Domestic Affairs ministry in Bukittinggi has had little impact on improving government's official efficiency. The study's purpose was to assess the relationship between characteristics of a trainee, competence of trainer, strategy of learning, and learning strategy efficacy, as well as relationship between process of learning effectiveness and performance of official government. The findings of the research confirmed that the learning process' quality should be improved. It is clear that research posits that employee training is vital for Public service delivery efficiency and effectiveness. Despite the fact that training in some areas of the public sector are not well implemented, this does not rule out its importance in improving public service delivery. Most problems identified in employee training on public service delivery are already laid down in the public service strategic framework for human resource. Nevertheless at the centralization levels, strategic implementation of employee training is poorly done.

However, in this study it's very clear that of the public services devolved in Huduma Centres, that employee training has been carried out well.

4.4.2 Influence of Organizational Culture on Public Service Delivery of Huduma

Centres in Kenya

A multiple regression analysis was performed with public service delivery at Huduma Centres in Kenya as the dependent variable, and organizational culture as the independent variable. To assess the effect of organizational culture on public service delivery at Huduma Centres in Kenya, the following hypothesis was tested:

H₀₂: Organizational Culture has no Influence on Public Service Delivery of Huduma Centres in Kenya

H_{A2}: Organizational Culture has Influence on Public Service Delivery of Huduma Centres in Kenya

Study results revealed in the first model, that p value on organizational culture was insignificant as it was greater than 0.05 ($p = 0.475$). Hence, null hypothesis was not rejected and it was concluded that organizational culture has no influence on public service delivery of Huduma Centres in Kenya.

Owoyemi and Ekwoaba (2014) conducted a study on culture of organizations as just management tool to motivate, controlling, enhance, and increase the productivity of employees of tertiary institutes of the federal government in Lagos. The findings revealed that culture of an organization is 'two-edged sword' which cuts in both workers as well as management. That it ought to be really encouraged when it leads to increased efficiency; otherwise, alternative methods that enhance efficacy should be used.

Organizational culture, according to this study, is ambiguous and therefore, can result to mental closure, mind restraint, and a decreasing autonomy. Organization culture also gives direction to the employees of an organization.

Cacciattolo (2020) posited that, there is no organization that adopts a single type of culture and in complex organizations some cultures overlap or disagree with one another. Most organizations develop organizational culture on ad hoc basis and most of the times without much thought on its implications to the organizations general productivity. This makes organization culture not to have the impact intended. The importance of organizational culture cannot be underestimated because of the benefit that is derived from it.

Nyabuti et al. (2017) evaluated the impact of an organization's culture on employee productivity of the Kenyan public service. Cross sectional survey method was used and sample size of 225 respondents derived from 7 government ministries. The sample size was attained through stratified random sampling procedure. Questionnaires were used. The findings of the study were that there's significant statistical relationship in Kenya's public sector, there is a connection between organizational culture and employee efficiency. This shows that organizational culture is a central feature of enhancing employee productivity in the public service in Kenya. Therefore, it is of paramount importance to create and implement an organizational culture that is efficient enough to encourage and increase employee performance in the public service.

Misigo and Moronge (2017) conducted a study to identify effect of firm culture and employee productivity of Kenyan public service. Goal of the research was to determine influence of performance by organizational principles, communication, incentive programs, and purpose. Focus was on a target population of 797 Ministry of Water and Irrigation

employees. A total of 80 employees were chosen using a stratified random sampling technique. Employee performance in public sector is positively influenced by organizational values, reward systems, organizational communication, and mission. Therefore, organizational culture is a vital variable in improving and enhancing employees' service delivery but guidelines to its implementation should be carefully crafted to avoid ambiguity.

4.4.3 Influence of Work Environment on Public Service Delivery of Huduma Centres in Kenya

A multiple regression analysis was performed with public service delivery at Huduma Centres in Kenya as the dependent variable, and work environment as the independent variable. To assess the effect of work environment on public service delivery at Huduma Centres in Kenya, the following hypothesis was tested:

H₀₃: Work Environment has no Influence on Public Service Delivery of Huduma Centres in Kenya

H_{A3}: Work Environment has Influence on Public Service Delivery of Huduma Centres in Kenya

Results of the study shows that in the first model, the p value on work environment was insignificant as it was greater than 0.05 ($p = 0.070$). Therefore, the null hypothesis was not rejected and it was concluded that work environment has no influence on public service delivery of Huduma Centres in Kenya.

According to Bakker (2015), work environment is vital to productivity of employees in public service delivery. Bakker posits that if work demands in public service delivery are consistently low and job motivation is consistently high, those public servants who are highly motivated may lose their psychological resources, leading to a lower public service motivation. In addition, work environment is an important factor in public service delivery of

Huduma Centres in Kenya. Kossivi et al. (2016) supports this factor that work environment is a flexible atmosphere in which the working experience is exciting and adequate resources are available. Therefore, by ensuring that employees working environment is favorable, enhances the work output of the employees.

The work processes and tools involved in work environment are important. Hassan (2019) establishes that e-government as a mode of public service delivery positively and significantly affects delivery of services in the civil service. E-government concepts namely; integrated service delivery, online service, automation of records and interactive participation help facilitate services in Huduma Centres. Hassan adds that leadership enhanced and improved the association in both e-government and public service provision.

Ng'aru and Wafula (2015) also looked at the factors leading to the choice of services of Huduma Centres in Mombasa County. The study identified significant progress in public use of ICT to provide services in Huduma Centres. One-stop shops through leadership, strategic decision making and change management have facilitated effective and efficient public service provision. As a result, number of MDAs offering ICT-based services have increased in Huduma Centres. Therefore, the work environment of the one stop shops has helped the public customer by saving time and enhancing satisfaction by reducing movements from one office to another to receive government services.

Muketi and Wainaina (2020) conducted a study on drivers of strategic management and delivery of services in Huduma Centres. This study concluded that orientation of customer, marketing, technology and business collaboration have an effect on service delivery in Huduma Centres. However, this study was a case of Mombasa Huduma Centre only. The study identified that customers' needs are of paramount importance. In the Huduma center in Mombasa County, there is also a weak significant influence of marketing orientation and

service delivery. The business objectives are influenced by satisfaction of the public customers. More so, technological orientation has a positive effect on public service delivery because it interacts with innovation to maximize organizational productivity to meet the rising public customers' needs. However, the study does not mention the strategic human resource practices that should be used to further enhance public service delivery.

Murage (2018) established that a favorable work environment reveal citizens are satisfied with the service delivery in Huduma Centres. Effective work processes are designed to reduce the turnaround time for public customers receiving services. Better investments in Information Communications Technology, which are properly aligned in other ministries, are important. Continuous training is recognized for the staff in Huduma Centres for customer care in order to improve the work processes. Continuous focus on citizen needs is also very important since it helps identify areas where public customers need to be served better. However, the study only focused on Nairobi County and a generalization to broaden to other counties in Kenya would give a better perspective of the work environment of Huduma Centres in Kenya.

Gitonga (2015) further posits that work environment is important for the psychological well-being of employees and impacts on welfare of employees too. The Kenyan public service has been underperforming, hampering delivery of public services and, as a result, has affected economic growth. The study's aim was to see how workplace environment affects productivity of the organization in Kenya's public service ministries. The target population included six government ministries. The sample size was 36 people out of a total population of 7913. Descriptive research design was used and stratified random sampling procedure was adopted. Data was collected using questionnaires in chosen ministries in Kenyan government. Quantitative analysis was used. The findings showed that work environment has an impact on

organization performance. Psychosocial environment, ergonomics and design of the office has a positive outcome on concentration of the employee at the work place thus facilitating overall performance of the organization. The study showed that government does not avail sufficient tools of work. The office furniture was also not comfortable in stature, posture and comfort though the environment of work is safe. The study recognized that supervisor support enhanced the performance of the ministries in the Kenyan government. The findings also showed that employees were not involved in decision making and were not made aware of any changes and organizations future plans. More so, the employees' effort was neither appreciated nor recognized by management. Employees were not treated fairly by the workplace management, who did not respect them.

4.4.4 The Influence of Recruitment and Selection on Public Service Delivery in Huduma Centres in Kenya

A multiple regression analysis was performed with public service delivery of Huduma Centres in Kenya as the dependent variable, and recruitment and selection as the independent variable. To assess the effect of recruitment and selection on public service delivery at Huduma Centres in Kenya, the following hypothesis was tested:

H₀₄: Recruitment and Selection has no Influence on Public Service Delivery of Huduma Centres in Kenya

H_{A4}: Recruitment and Selection has Influence on Public Service Delivery of Huduma Centres in Kenya

Results of the study shows that in the first model, the p value on recruitment and selection was significant as it was less than 0.05 ($p = 0.016$). Therefore, the null hypothesis was rejected and it was concluded that recruitment and selection has an influence on public service delivery of Huduma Centres in Kenya.

Okeke-Uzodike (2015) examines the efficiency, effectiveness, and consequences of public sector recruitment policies. The focus was on Nigeria's public sector recruitment policies, with an emphasis on recruitment process efficiencies and effectiveness. It also went over the possible consequences of trying to influence recruitment processes. Recruitment and selection has been affected by ethnicity, nepotism, and political considerations. As a result, these factors have had a negative impact on development of the nation and economic progress. These variables, on the other hand, have a strong influence on staff recruitment processes, which has an impact on the capability of public sector in recruiting able workers to establish programs and policies of the government. Standards as well as professionalism are jeopardized and endangered as a result of quota and a disregard for excellence in usage of the principle of federal character. The professionalism and values required to achieve the MDGs and 2020 vision for Nigeria have been damaged seriously. It is until federal civil service of Nigerian accepts values and professionalism, then country's processes of recruitment stays inefficient and challenged. That's because standards have been compromised for political reasons as well as nepotism, causing the state to continue to lag behind in terms of physical and economic development.

Otoo et al. (2018) evaluated the recruitment and selection methods of Ghana's public higher education institutions. The study used a descriptive survey design and a quantitative research approach. A questionnaire was utilized to gather information from 128 people. The sample was drawn using stratified and basic random sample procedures were employed. The data was analyzed using SPSS version 22. Findings of the analysis revealed that recommendation is the primary mode of employment in Ghana's public higher education institutions. The two biggest issues with public sector institutions' recruitment and selection methods in Ghana were identifying vacant vacancies and receiving feedback after interviews. Employee

referrals, being a good idea, should be eliminated. Instead, public sector higher education institutions in Ghana should use advertisements, either in print or electronic form, or both, to publicize open positions. However, its application, operation, and challenges make it tough to put into practice.

According to Murage et al. (2018), ethics play a critical part in recruiting and selection. A well hired and managed human resource of a company is crucial firm performance. Consideration of ethics must be implemented to ensure that applicants are assessed on merit, fairly and equally, and that they possess the requisite knowledge, skills, and talents for the job position. This was discovered in a survey of Nyeri County's public universities. A descriptive research approach with stratified random sample was adopted. Discrimination was the most unethical recruitment and selection practice. The research was conducted using a descriptive research approach. Three hundred and thirty-five non-teaching staff comprised the target population. Managers should aim to influence the recruitment process eliminating discrimination.

However, the importance of recruitment and selection and its influence cannot be underrated. Proper application of recruitment and selection has shown tremendous progress despite the fact that there are challenges to it. Public service delivery results are derived from proper planning of recruitment and selection of appropriate personnel for the suitable position in the public sector.

4.4.5. Government policies has no mediating effect on the relationship between strategic human resource practices and public service delivery in Huduma Centres in Kenya

A multiple regression analysis was performed with public service delivery at Huduma Centres in Kenya as the dependent variable, and government policies as the mediating

variable. To assess the mediating effect of government policies on public service delivery at Huduma Centres in Kenya, the following hypothesis was tested:

H₀₅: Government Policies has no Mediating Influence on Public Service Delivery of Huduma Centres in Kenya

H_{A5}: Government Policies has Mediating Influence on Public Service Delivery of Huduma Centres in Kenya

Results of the study shows that in the second model, government policies had significant mediating effect on the relationship between the employee training and PSD with $p = 0.001$ being tested at $p \leq 0.05$. Further it was found that government policies have no significant mediating effect on the relationship between 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 and 0.340 for recruitment and selection which were being tested at $p \leq 0.05$ respectively.

According to Obosi (2019), in Kenya, the need to refocus on delivery of services to the public was realized in 1990s and like other developing countries, it was faced with challenges such as: congestion in public offices; inefficient and ineffective bureaucratic procedures; highly manual processes; poor service delivery; loss of faith in public service by customers; lethargy; need for service delivery innovations; intervention of private sector in public service. As a way of addressing the issues, the government of Kenya adopted integrated services which were reflected in the form of: customer care points, E-government, public-private partnerships and one-stop shops, commonly referred to as "Huduma Centre concept". A one stop shop was expected to use innovative approaches to integrate customer care and e-government with the aim of improving service delivery on Information Technology (IT) platform.

Omar and Gesora (2020) posit that devolution in Kenya was introduced in order to improve service delivery to people. However, since the introduction of devolution, Kenyan county governments have struggled with administration and service delivery in decentralized areas. The reason for the study was that strategies, their effectiveness, the efficacy of existing policies, and the processes used in devolved funding and the challenges faced have not been adequately addressed in marginalized areas, such as Mandera County. The study's goal was to see how effective devolved funding is at delivering services in County government of Mandera. The following basic goals directed the research: To determine the effect of processes used in devolved funding on effective service delivery; to establish the challenges facing devolved funding in improving service delivery and to evaluate the efficiency of the existing policies in place to promote devolved funding so as to boost service delivery in County of Mandera. The general systems theory and the human needs theory guided this research. The study used a descriptive survey design and targeted 125,736 residents of the county of Mandera as well as employees of community-based organizations. The Fisher and Mugenda and Mugenda methods were utilized to pick 408 respondents for the study. Residents were chosen with probability and non-probability methods of sampling in the analysis, with systematic random sampling used for residents and purposive sampling used for county officers and CBO employees. Data was gathered using semi-structured questionnaires and primary informant interviews. To test reliability, Cronbach Alpha was used, and validity was ensured by giving the instruments to the supervisor, whose recommendations were incorporated into the document.

Omar and Gesora (2020) utilized SPSS, version 23, to sort, clean, and analyze quantitative data before it was coded. Data analysis was done using descriptive and inferential statistics. On other hand, Qualitative data from key informant interviews and open ended questions

were analyzed using thematic analysis. Qualitative data was presented through verbatim while, bar graphs, quantitative tables, including pie charts, were used to present the data. Major findings showed that the County had procedures in place to ensure that devolved funds were delivered to the correct recipients. The processes included public participation, decentralization of all county departments, public based budgeting and monitoring and evaluation processes. The study also found that there were challenges arising from accountability of resources arising from underdevelopment based on the amount received by the county, misappropriation and misuse of funds by the concerned parties, lack of implementation of the audit reports, lack of technical assistance and lack of political will. Further, there were policies in devolved funding affecting devolved funding in Mandera County which included duplication of projects by the national and county government, revenue allocation policies, agricultural policies, water policies and sanitation policies, and technological policies. The study concluded that processes used in devolved funding and the existing policies positively affected service delivery while the challenges in devolved funding negatively affected devolved funding and recommends more revenue allocation from the national government to the counties, as services at the grass root level can be given by devolved systems and revision of water policies in the county since they were not effective.

Gisemba and Iravo (2019) conducted a study in Nairobi's land registry district and assessed e-government effect on public service delivery. It was established that enforcement of government policies like the policies of ICT can be made better through the commitment of the senior management executives. The study employed descriptive survey approach and target population that included top management and staff of Nairobi district land registry was observed. Stratified and simple random sampling was used. Data collection was done using questionnaires. Regression model established that staff training and technology have a

positive impact on delivery of services. Employee training metrics such as knowledge and experience, lectures, inspiration, and workshops have been discovered to have a huge effect on service delivery.

Wagana (2017) agrees to it that government policies help to take decision making near to the people. This has in turn improved governance and public service delivery. The study's main purpose was to determine impact in decentralizing governance of county government public service delivery in Kenya. Political, financial, and administrative decentralization policies, as well as citizen participation and practices of social accountability were found to have an effect on delivery of services in Kenyan county governments. Moderating impact of e-government was also studied on the link between financial, political, as well as administrative decentralization. Financial, administrative, and political decentralization, as well as citizen engagement and social transparency activities, have all been shown to have a meaningful influence on service delivery. In Kenya's county governments, there was no moderating e-government impact on link between decentralization of governance and delivery of services. To improve provision of services in county governments of Kenyan, research recommends facilitating devolution in finances, administration, political, involvement of citizen and social accountability. Furthermore, in the context of significant ongoing reforms of institutions, these factors are critical for policymakers in developing nations. Designing appropriate decentralization frameworks inside these countries can help significantly in enhancing the quality of life of the citizens through improved access to public services if a decentralization process can yield larger positive effects on service delivery.

Alex (2020) did a research in order to determine whether government policies mediate relationship between practices of knowledge management and Sugar Companies Sustainability in Kenya. Descriptive survey was used and a sample population of 300

respondents drawn from all functional state owned sugar companies of 1200 managerial staff of the companies namely Mumias, Nzoia, Sony, Muhoroni and Chemelil were involved in the study. It is concluded that policies of government plays a mediating effect in the relationship between management of knowledge activities of sugar company sustainability. The government should put checks and control trade policies of liberalization and pricing to allow the companies to benefit from their knowledge assets.

Kerubo and Muturi (2019) posit that devolution performance has an influence on Kenya's public service delivery. Government policies that are drawn by the policy makers greatly influence the quality of the delivery of services in Kenya. Therefore, government policies have a mediation effect on public service delivery. The research was carried out using a descriptive research design. A total of 109 people were surveyed, with 85 of them being chosen at random. This confirmed that there is an influence of governance structure, accountability, staff levels and qualifications on Kenyan county governments' service delivery quality.

Mutuma et al. (2017) adds that public service delivery is better when responsibilities are shared by the county workers without the incorporation of government policies than when tasks are shared and controlled by government policies the same time. As a result, it is recommended that county governments increase shared responsibility in their processes and relax some of the bureaucratic policies that hinder shared responsibility negatively in order to improve service delivery. According to study findings, shared responsibility had significant impact on delivery of public services by employees of Kenya's county governments. The policies in the government on distribution of resources, monitoring and evaluation had no impact on the shared obligation was an independent variable that affected the dependent variable of delivery of services. The study concluded that mutual accountability and service

delivery had a fairly strong association. The study suggests that county governments improve and implement shared responsibility policies to improve service quality. Clear job guidelines and an organizational framework that promotes delegation and empowers each employee to give it their all while delivering services to county residents should also be in place. Descriptive survey research design and multiple regression data analysis were employed. The target population was 561 people, including a sample of 228 top county officials from five counties in Kenya's Lower Eastern region who are policy makers and policy implementation supervisors. These include cabinet secretaries from the different ministries, the chief officers, members of county assembly, directors, and sub county administrators.

Government policies are crucial in facilitating efficient delivery of government policies. Their mediating importance in training and development of employees is highly recognized. However, it's mediating role on organizational culture, work environment, and recruitment and selection need to be revised. This is to find out to what extent its effect is and to check what can be added or removed to ensure that its mediating effect is highly experienced in other strategic HR practices in the public service.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings

The purpose of the study was to assess influence of strategic human resource practices on public service delivery of Huduma Centres, Kenya. The study was guided by five objectives which were: To establish the influence of employee training on public service delivery of Huduma Centres in Kenya; To determine the effect of organizational culture on public service delivery of Huduma Centres in Kenya; To establish the effect of work environment on public service delivery of Huduma Centres in Kenya and, to determine the effect of recruitment and selection on public service delivery of Huduma Centres in Kenya. The mediating effect of government policies on public service delivery of Huduma Centres in Kenya was also assessed.

This research was anchored on five theories; that is human capital theory that addressed employee training and, recruitment and selection of employees, Herzberg theory which focus on the work environment, competing values framework that focuses on organizational culture, New Public Model that discusses the mediating variable of government policies and SERVQUAL model that explains the dependent variable of public service delivery. The study used a descriptive research design, with the employees and customers of Huduma Centres as the target population offered in Huduma Centres. This included the 52 Huduma Centre managers, 1456 section supervisors and 1508 public customers. Sample size was chosen using a multi-stage sampling method which included 46 Huduma Centre managers, 314 section supervisors and 360 public customers in the public service in Kenya. Data collection was done through use of structured questionnaires as research instrument. Data

analysis was done using descriptive statistics, presented in tables and figures, and inferential statistics using multiple regression analysis.

According to research findings, majority of the Huduma Centre managers and supervisors were female 57.9%, and male 42.1%. On the other hand, majority of the public customers were male (50.4%) and female (49.6%) Demographics on the age of respondents show that majority of the managers and supervisors who responded to the survey, 39.2% were aged 30-39 years, then 24.8% whose age was 20-29 years followed by 24.8% who were aged 40-49 years followed by 11.2% who were aged 50-59 years. Out of all the public customers sampled, majority, 45.8%, were aged 20-29 years, followed by 26.3% who were aged 30-39 years, followed by 11.6% who were aged 40-49 years, followed by 6.2% who were aged below 20 years. The least were the elderly, 5.8% aged 50-59 years and 4% who were aged 60 years and above.

From the results, it is found out that majority of those who seek the government services in Huduma Centres are the youths and the middle aged. Moreover, results on the education level point out that majority of the managers and supervisors were bachelor's degree holders (37.0%), closely followed by Diploma holders (36.6%), followed by master's degree holders (11.6%), secondary school certificate holders at 9.8%, PHD holders (0.4%) and college certificate (0.4%) who were the least. This indicated that a considerable good number of the supervisors and the branch managers were well educated and had a basic understanding of the importance of strategic implementation of human resource practices on public service delivery of Huduma Centres in Kenya. In each section sampled, a public customer was selected purposefully after being served at the counter. They were asked about their education background and majority of 36.0%, indicated that they had secondary school certificate as their highest education level, followed by 23.4% who had attained a bachelor's degree

followed by diploma holders (22.3%), followed by primary school certificate holders (9.4%), followed by 3.6% who had pursued a postgraduate diploma, followed by 2.2% who had pursued their Master's degree, followed by 1.4% who were certificate holders and 0.7% who were PHD holders. The least, 0.4% were those without any education. From the findings, the public who were sampled were found to have the minimum education requirement to respond to public service delivery of Huduma Centres in Kenya. Therefore, it is concluded that the respondents both the supervisors, branch managers and the public customers were well placed to fill questionnaires and give adequate and reliable information.

On the marital status of the Huduma Centre managers and supervisors, majority of 66.2% were married, 33.8% were single. This shows that there was employee diversity on marital status. Finally on the demographics of monthly income, majority of the branch managers, 32.5%, earned a net monthly salary of Kshs. 80,000 – 99,000, followed by 22.5% who earned a net salary of Kshs. 20,000-39,000, followed by 17.5% who earned a salary of 100,000 and above, followed by 15% who earned a salary of 60,000-79,000 and finally 12.5% who indicated they earn a salary of Kshs. 40,000 – 59,000. For the supervisors, most of them earned a net salary of Kshs. 20,000 – 39,000 (31.5%) followed closely by 27.7% who earned 40,000 – 59,000, followed by 14.3% who earned 60,000 to 79,000 followed by 11.3% who earned 80,000 – 99,000. Few, 5.9 %, were found to earn below 20,000 as well as 100,000 and above. 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.

The study also showed the various supervisors of public services offered at the Huduma Centres sections. Many respondents sampled were from National Social Security Fund (8.3%) closely followed by those from National Hospital Insurance Fund (6.8%), Higher

Education Loans Board (6.5%), Pension (5.8%), County Services (5.4%), Ethics & Anticorruption Commission (5.0%), National Construction Authority (4.7%), OMBUDSMAN (3.6%), Kenya Revenue Authority (3.6%), Credit Bureau (3.6%), Health (3.6%), National registration Bureau (3.6%), Information Communication Technology (3.6%), Lands (2.5%), Customer care (2.2%), Immigration (2.2%), Administration (1.8%) Access to Government Procurement Opportunities (2.2%), Identity Cards (2.2%), Clerical officer (1.1%), Labor and social protection (1.4%), Administration (1.8%), Kenya National Chamber of Commerce and Industry (1.4%), County water and sewerage company (1.4%), Independent Electoral and Boundaries Commission (1.4%), Good Conduct (1.4%), Directorate of Criminal investigation (0.7%), Kenya Power and Lighting Company (1.1%) and Registration (0.4%). Work stations recorded the highest missing questions of 12.6%. This helps to understand the centralization and decentralization of public services and what the public customer is able to access through Huduma Centre services.

Employee Training

Employee training in Huduma Centres 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. Huduma Centres 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 Huduma Centres 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.

Organizational culture

In organizational culture, research findings show that there is the organization culture of transparency and accountability due to open communication. This was confirmed by 4.291 mean value as well as 0.851 standard deviation. Culture change has improved the image of Huduma Centre as depicted by value mean of 4.483, with a 2.606 standard deviation. Research findings pointed out that every ministry offering their services through Huduma

Centres have their own regulations norms and standards. This is shown by 4.034 mean and a 1.020 standard deviation.

According to study results, there is accountability of work in Huduma Centres shown by 4.464 mean, as well as 0.749, standard deviation. Findings pointed out there are practice for respect of the rule of law in Huduma Centres which is expressed by a mean of 4.487 and a standard deviation of 0.744. The findings established that there is observance of public service values in Huduma Centres as indicated by a mean of 4.502 and a standard deviation of 0.733. Majority of the respondents agreed organizational culture influence public service delivery of Huduma Centres in Kenya denoted by composite mean of 4.4 and a standard deviation of 1.1.

Analysis by work designation showed that branch managers and supervisors agreed that organization culture adequately has influence on public service delivery with a composite mean of 4.4 and standard deviation of 0.7 for branch managers and mean of 4.4 and mean of 1.2 for section supervisors.

Work Environment

On work environment the study shows that the working space in Huduma Centre is sufficient for public service delivery, denoted by 3.83 mean value together with 1.301 standard deviation. Majority of those who responded (41.3%) strongly agree and (28.6%) agreed that the working space for Huduma Centre is sufficient for service delivery, However, (19.7%) do not agree they have sufficient working space. The findings depicted that, the workplace layout is convenient for public service delivery as depicted by 4.02 mean value and 1.131 standard deviation. Majority of responses (41.3%) strongly agree and (37.2%) agreed that the work place layout is convenient for public service delivery while (12.3%) do not agree that the workplace layout is convenient for public service delivery.

The research established that Integration of work activities within one building enhance service delivery as depicted by 4.47 mean value together with 0.741 standard deviation. Most respondents (58.2%) strongly disagreed and (33.2%) agreed that integration of work activities within one building enhance service delivery while (2.6%) disagree on the same. The study established that the work processes are quick and reliable shown by 4.0 mean of and 0.759 standard deviation, (52.2%) of most respondents strongly agree and (38.8%) agree that the work processes are quick and reliable, However,, (3.4%) do not agree that the processes are quick and reliable.

The research findings depict that, there is no provision of working tools in Huduma Centres as depicted by 2.762 mean value of as well as 1.264, standard deviation. More so,, most of those who responded (48.7%) agree, However,, (31.3%) do not agree while (20%) are Neutral as to whether there is no provision of working tools in Huduma Centres. The working hours are efficient as depicted by 3.99 mean as well as 1.081 standard deviation. Those who responded, a majority (41.7%) agreed and (36.8%) strongly agree that the working hours are efficient. However, (11.3%) do not agree that the working hours are efficient. This implies that the respondents agreed that work environment influence public service delivery of Huduma Centres in Kenya with composite standard deviation of 1.3 and mean of 4.0.

Analysis by work designation showed that branch managers and supervisors agreed that work environment adequately has influence on public service delivery with a composite mean of 4.1 and standard deviation of 0.9 for branch managers and mean of 4.0, and mean of 1.4 for section supervisors.

Recruitment and Selection

Regarding recruitment and selection, findings show that recruitment and selection was based on merit and fair competition with a 3.796 mean value and 1.017, standard deviation. Findings established recruitment and selection is in line with the provisions of the constitution and labour laws indicated through 3.905 mean and 0.930, standard deviation. Demographically workforce is diverse in tribes was shown by a mean of 3.593 as well as a standard deviation of 1.094. Research results depicted as; workforce is diverse in gender indicated by a mean of 3.781 and a standard deviation of 1.066. The findings were depicted as; there is a challenge in attracting and retaining technical and professional staff to work in some parts of the country as indicated by a mean value of 3.602 and a standard deviation value of 1.122. The findings depicted, there is duplication and overlapping of functions in Huduma Centres as depicted by a mean of 2.513 and a standard deviation of 1.1487. The selection criteria in Huduma Centre are based on competence and skills characterized by a mean of 3.815 and a standard deviation of 1.037. It implies respondents remained neutral on the view that recruitment and selection influence public service delivery of Huduma Centres in Kenya with a total standard deviation of 1.1 and mean of 3.6

Analysis by work designation showed that branch managers and supervisors agreed that recruitment and selection adequately has influence on public service delivery with a composite mean of 3.7 and standard deviation of 1.0 for branch managers and mean of 3.6, and mean of 1.0 for section supervisors.

Government Policies

The findings revealed government policies have mediating influence on public service delivery in Huduma Centres 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 Huduma Centres 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 Huduma Centres 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 Huduma Centres 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 Huduma Centres. 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' Huduma Centres.

Normality test was performed for all the study variables. A graphical method of normal Q-Q plots was used to test for normality. Research findings show that employee training; organizational culture, work environment, recruitment and selection and the mediating variable of government policies, are normally distributed. This implies that the data for the study variables of employee training, organizational culture, work environment, recruitment and selection and the mediating variable of government policies was appropriate for further analysis.

The study also shows that the homoscedasticity assumption was not violated. To test for homoscedasticity, a residual scatter plot for expected scores and uniform residual values, also known as errors of prediction, was used. All the scores are scattered around a horizontal line at random. It shows that error terms for the study variables of employee training, organizational culture, work environment, recruitment and selection and mediating variable of government policies are homoscedastic. This implies that the data for human resource practices and public service delivery could be analyzed and was appropriate for further analysis.

Research findings also show that multicollinearity did not exist among the study variables. This is because the tolerance value was below 0.2 indicating multicollinearity, whereas a value above 0.2 suggests no multicollinearity. On the other hand, the study variables had a VIF not greater than 5 indicating non-existence of multicollinearity and all the variables had a VIF that is less than 0.5. Therefore, this affirms that there was no violation of the no-multicollinearity assumption. This indicates that the research study variables of employee training, organizational culture, work environment, recruitment and selection and the mediating variable of work environment were not correlated. This shows that the study variables were appropriate for further analysis.

Research findings on the test of outliers showed that employee training had two outliers while the rest of the variables namely; organizational culture has one outlier, work environment has three outliers. However, recruitment and selection, public service delivery and the mediating variable of government policies fell within the overall distribution pattern indicating the absence of outliers. The outliers were then deleted before the analysis. Therefore, all the other variables that remained were included for further examination.

There was a correlation analysis performed to assess significance, direction as well as strength of relationship between public service delivery, which is the dependent variable and employee training, organizational culture, work environment and recruitment and selection which are the independent variables and the mediating variable of government policies. Results reveal a positive significant low linear relationship between public service delivery and employee training with $r = 0.254$; $p = 0.000$; organizational culture with $r = 0.170$; $p = 0.005$, work environment with $r = 0.183$; $p = 0.002$, and recruitment and selection with $r = 0.253$; $p = 0.000$. Lastly, the mediating variable of government policies which was the mediating variable had a positive significant moderate relationship with public service delivery with $r = 0.594$; $p = 0.000$. This was shown by significant p-values less than 0.01 at 99% confidence level. This implies strategic human resource practices have a significant relationship on Public service delivery in Huduma Centres indicating a positive association.

ANOVA results show that the model fits, and this indicates that the independent variables significantly predicted public service delivery at Huduma Centres in Kenya tested as $p \leq 0.05$ level of significance as indicated by, $p = 0.001$.

Hypothesis results in the multi regression model reveal that in the first model, employee training was significant with $\beta = 0.183$, $p = 0.002$, organizational culture had $\beta = 0.059$, $p = 0.475$ insignificant because it's greater than 0.05, work environment was insignificant with $\beta = 0.129$, $p = 0.070$ and recruitment and selection was significant with $\beta = 0.186$, $p = 0.016$.

The second regression analysis model showed mediating effect that government policies have on the relationship between strategic human resource practices and public service delivery. Government policies had significant mediating effect on the relationship between employee training and PSD. As indicated by $p = 0.001$ tested at $p \leq 0.05$. However, mediating variable

had no significant mediating effect on the relationship between organizational culture and PSD ($\beta = 0.007$, $p = 0.920$), work environment and PSD ($\beta = 0.051$, $p = 0.391$) and recruitment and selection and PSD ($\beta = -0.065$, $p = 0.340$).

5.2 Conclusion

This study concludes the following:

Employee Training

Majority of the respondents agreed that employee training influence public service delivery in Huduma Centres. 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 Huduma Centres 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 Huduma Centres 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' Huduma Centres. 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 Huduma Centres in Kenya. This implies that employee training as a strategic human resource practice, has a significance influence on public service delivery in Huduma Centres in Kenya.

Organizational Culture

Organizational culture was agreed by the majority of the respondents to have an influence on public service delivery of Huduma Centres in Kenya. From the research findings, there is a culture of transparency and accountability due to open communication. Culture change has also improved public service delivery of Huduma Centres. The research findings pointed out that every ministry offering their services through Huduma Centres have their own regulations norms and standards.

This means that there is no uniformity in strategic implementation of human resources practices in the public service delivery in Huduma Centres. The research findings pointed out that there is accountability of work in Huduma Centres. The findings pointed out that there is respect for the rule of law and that there is observance of public service values in Huduma Centres.

Organizational culture has a positive significant low linear relationship with public service delivery of Huduma Centres in Kenya. There was a positive coefficient of correlation 0.170 (statistically significant as $p = 0.005$ with $p \leq 0.01$) between strategic implementation of organizational culture and public service delivery of Huduma Centres in Kenya.

Hypothesis results show that the p value on organizational culture was insignificant as it was more than 0.05 ($p = 0.475$ with $p \leq 0.05$). Thus there was no rejection of null hypothesis and it concluded that organizational culture do not influence public service delivery of Huduma Centres in Kenya

Work Environment

Moreover, study shows work environment improves the efficiency of public service delivery in Huduma Centres. The research findings depicted that the factors of work environment, that is; the working space in Huduma Centre is sufficient for public service delivery, while others do not agree they have sufficient working space. The branch managers especially, felt that the working space within the Huduma Centres is not sufficient.

The findings depicted that, the workplace layout is convenient for public service delivery while a minority of the respondents do not agree that the workplace layout is convenient for public service delivery. The research established that integration of work activities within one building enhance public service delivery. Majority strongly agreed that integration of work activities within one building enhance service delivery. The study established that the work processes are quick and reliable, that there is adherence to government law in Huduma Centres. Research findings depict that, there is no provision of working tools in Huduma Centres and that the working hours in Huduma Centres are efficient.

Work environment, was found to have a positive significant low linear relationship with a correlation coefficient of 0.183 (which statistically is significant $p = 0.002$ with $p \leq 0.01$) with public service delivery of Huduma Centres in Kenya.

Hypothesis results reveal that the p value on work environment was insignificant as it was more than 0.05 ($p = 0.070$ with $p \leq 0.05$). Hence, there was no rejection of the null hypothesis and concluded that work environment do not influence public service delivery of Huduma Centres in Kenya.

Recruitment and Selection

Findings on recruitment and selection show that recruitment and selection improves proficiency of public service delivery in Huduma Centres. From the findings, recruitment and selection is based on merit as well as fair competition. More so, recruitment and selection adheres to the provisions of the constitution and labour laws. Demographically the workforce is diverse in tribes and gender. The findings pointed out that there is a challenge in attracting and retaining technical and professional staff to work in some parts of the country, there is duplication and overlapping of functions in Huduma Centres and the selection criteria in Huduma Centre is based on competence and skills.

Recruitment and selection, has a positive significant low linear relationship and a correlation coefficient of 0.253 (which is statistically significant $p < 0.000$ with $p \leq 0.01$) with public service delivery of Huduma Centres in Kenya.

Hypothesis results show that recruitment and selection was significant as it had a p value less than 0.05 ($p = 0.016$ with $p \leq 0.05$). Therefore, the null hypothesis was rejected and it was concluded that recruitment and selection influences public service delivery of Huduma Centres in Kenya.

Government Policies

Study findings indicated that government policies mediated public service delivery in Huduma Centres 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 Huduma Centres. Furthermore, the economic resources available influence public service delivery in Huduma Centres from which a majority of the respondents agreed. It was also agreed that the government budgets did influence public service delivery in Huduma Centres. Lastly a majority of the respondents agreed that laws that define institutional processes

influenced public service delivery in Huduma Centres. 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 $\beta = -0.065$.

5.3 Contribution to the Existing Body of Knowledge

The study findings will contribute greatly to the performance of public service delivery considering that strategic HR practices serve an essential part at the workplace in addition to management of organizations today. The changing needs and aspirations of the public customers, changing tastes and preferences of the citizens, introduction to technology and the changes in the business environment justifies the need for quick, responsive, quality and more reliable public services to the citizens.

In this research, principal aim of researcher is to relook at influence that strategic human resource practices have on public service delivery. This study has focused on a new perspective of looking at the one stop shop by the government and the way this has influenced and motivated delivery of public services to the public customer. Most studies on

Huduma Centres have focused on a narrowed population in form of case studies. This study has boldly done a survey of all the Huduma Centres in Kenya.

The study also clarified new relationships, that organization culture and work environment have no influence on the way delivery of services is done in the public sector. This informs the human resources of the public service to relook on the HR practices and see if their impact is to a larger extent felt in the performance of delivery of public services.

In addition, the study identifies that when the mediating variable of government policies is brought on board, the more there is recruitment and selection, the lesser there is public service delivery. It shows that the government policies of recruitment and selection do not inspire people to work harder. This sensitizes the public service to re-evaluate the recruitment and selection practices and find out the extent to which they impact service delivery performance.

Furthermore new relationships have also emerged where; government policies only mediate the relationship between employee training and PSD. It does not mediate the relationship between organizational culture, work environment and recruitment and selection.

5.4 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. More so, the government policies on employee training should be continued since they have a mediating relationship with public service delivery. Through this, the government can invest 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.

Organizational culture should be reviewed often for any changes, in order to ensure continuous improvement and sustainability in the work practices. The culture of accountability and transparency on leadership and open communication should be reevaluated to check if there are any deficiencies. On employee commitment, the respect of law and observance of public service values should also be followed up to find out if indeed they are being applied in the public service. Unity of direction should also be revised and ensure that ministries offering services through Huduma Centres don't have their own regulations, norms and standards. This is against the mandate of the strategic framework for human resources in the public service. More so, decentralization of roles from the centres should be well coordinated.

Work environment practices should also be given more attention and their impact on public service delivery reassessed often to ensure the objective of influencing public service delivery is achieved. It's recommended that Huduma Centres should be expanded to give more space to the mass number of public customers that flock in daily. This should go hand in hand with the working layout which will facilitate more integration of work activities within one building. The work processes should also be assessed and ensure they are more quick and reliable, and rule of law is upheld. Working tools and hours should also be sufficient and provided in time to avoid delay of some services from their respective ministries.

Recruitment and selection practices and policies should be sustained and any areas of weakness strengthened and revised. However, there is need to find out why more recruitment and selection leads to low public service delivery. Why the methodologies of recruitment and selection do not inspire people to work harder. A reevaluation should be done to check if indeed recruitment is done on merit and fair competition and according to the constitution and labor law requirements. Demographically, reinforcement of inclusivity and diversity in tribes and gender of the workforce should be enhanced more. There should also be a confirmation that indeed selection criteria bases on skills and competence. The extent to which recruitment and selection influences public service delivery should be to a greater extent enhance service delivery. Moreover recruitment and selection factors should focus on employee motivation in order to reduce the challenge of attracting and retaining technical and professional staff to work in some parts of the country.

Government policies that are not working should be removed, the policies that are working should be improved and government should also 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.

The education background of the Huduma center managers should be retained. The managers were found to be well educated with a minimum educational level of a bachelor's degree. There should be continuous learning of the Huduma Centre managers to add more value to knowledge and skills, and to prepare them for succession to higher level roles and responsibilities.

5.5 Suggestions for Further Research

The researcher was not able to research on all the strategic human resource practices in the public service. Further research can be done on other variables stipulated in the strategic human resource framework for the public service. These include governance and leadership, norms and standards, organizational structures, human resource planning, performance management, compensation and grading, and information communication technology in the public service in Kenya.

Since data collection of this research was done in the year 2019, before the outbreak of COVID 19 pandemic, further research is recommended to find out the effect of COVID 19 pandemic and ministry of health protocols on the way public services are being delivered.

The study also recommends that a longitudinal study be done in order to identify if there is any changes in public service delivery that may take place in the future. This is because of the dynamic changes in the business environment.

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR HUDUMA CENTRE MANAGERS AND SECTION SUPERVISORS

I am Faith Mwende Mutegi a PhD student doing Human resource management and as a requirement of partial fulfilment for the award of Doctor of Philosophy , I am undertaking a research on *The Influence of Strategic Implementation of Human Resource Practices on Public Service Delivery of Huduma Centres in Kenya*. Kindly assist me to fill the questions as honest as possible. Any information provided will be used purely for academic purpose and will be kept confidential. You are kindly requested to tick in the box or fill the blank space where appropriate.

PART ONE: DEMOGRAPHIC INFORMATION

1. What is your gender? Male Female

2. State your Age

Below 20 years

20-29 years

30-39 years

40-49 years

50-59 years

60 years & above

3. What is your highest education qualification?

Secondary

Bachelor's Degree

Diploma

Masters

Post-graduate

PhD

Other.....

4. State your marital Status

Married

Single

5. State your monthly income

Below 20,000

60,000 - 79,000

20,000-39,000

80,000 - 99,000

40,000-59,000

1000,000 &Above

6. Name of Huduma Centre branch.....

7. State your work designation. Branch manager Supervisor

8. If you are a supervisor in number 7 above, state your work station

NHIF

Lands

HELB

NSSF

EACC

OMBUDSMAN

County Services

KRA

Credit Bureau

Other.....

SECTION B: Employee Training

On a scale of 5 to 1, please give your assessment of employee training on service delivery of Huduma Centres in Kenya

Employee Training		5 Strongly agree	4 Agree	3 Neutral	2 Disagree	1 Strongly disagree
9.	Training is based on the identified training needs					
10.	The training methods used adequately provide behavior and attitude change					
11.	Training is based on career growth					
12.	Mentoring and coaching are done to strengthen talent and continuous learning					
13.	The in-service programs have adequately provided behavioural and attitude development for capacity building in Huduma Centres					
14.	Huduma Centres experiences skills and competency gaps in some tasks					
15.	There is duplication and overlapping of functions in Huduma Centre					
16.	Employee training enables easier facilitation of change management of work processes in Huduma Centre					

SECTION C: Organizational Culture

On a scale of 5 to 1, please give your assessment of Organizational Culture on public service delivery of Huduma Centres in Kenya

Organizational Culture		5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17.	There is a culture of transparency and accountability due to open communication					
18.	The culture change has improved the image of Huduma Centre					
19.	Every ministry offering their services through Huduma Centres have their own regulations norms and standards					
20.	There is accountability of work in Huduma Centres					
21.	There is respect for the rule of law in Huduma Centres					
22.	There is observance of public service values in Huduma Centres					

SECTION D: Work Environment

On a scale of 5 to 1, please give your assessment of the work environment on public service delivery of Huduma Centres in Kenya

Work Environment		5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
23.	The working space in Huduma Centre is sufficient for public service delivery					
24.	The workplace layout is convenient for public service delivery					
25.	The integration of work activities within one building enhances service delivery					
26.	The work processes is are quick and reliable					
27.	There is no provision of working tools in Huduma Centres					

SECTION E: Recruitment and Selection

On a scale of 5 to 1, please give your assessment of recruitment and selection on service delivery of Huduma Centres in Kenya

Recruitment and Selection		5 Strongly agree	4 Agree	3 Neutral	2 Disagree	1 Strongly disagree
28.	Recruitment and Selection is based on merit and fair competition					
29.	Recruitment and Selection is in line with the provisions of the constitution and labour laws					
30.	Demographically the workforce is diverse in tribes					
31.	The workforce is diverse in gender					
32.	There is a challenge in attracting and retaining technical and professional staff to work in some parts of the country					
33.	There is duplication and overlapping of functions in Huduma Centres					
34.	The selection criteria in Huduma Centre is based on competence and skills					

SECTION F: Government Policies

On a scale of 5 to 1, please give your assessment of government policies on Huduma Centres in Kenya

Government Policies		5 Strongly agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
35.	Priorities in political developments influence public service delivery in Huduma Centre					
36.	Economic resources available influence public service delivery in Huduma Centre					
37.	Government budgets influence public service delivery in Huduma Centre					
38.	Laws that define institutional processes influence public service delivery in Huduma Centre					

Thank you for your information

APPENDIX II

QUESTIONNAIRE FOR THE PUBLIC CUSTOMER

I am Faith Mwende Mutegi a PhD student doing Human resource management and as a requirement of partial fulfilment for the award of Doctor of Philosophy , I am undertaking a research on *The Influence of Strategic Human Resource Practices on Public Service Delivery of Huduma Centres in Kenya*. Kindly assist me to fill the questions as honest as possible. Any information provided will be used purely for academic purpose and will be kept confidential. You are kindly requested to tick in the box or fill the blank space where appropriate.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender? Male Female
2. State your age?
 - Below 20 years
 - 20-29 years
 - 30-39 years
 - 40-49 years
 - 50-59 years
 - 60 years & above
3. What is your highest education qualification?
 - Primary
 - Secondary
 - Bachelor's Degree
 - Diploma
 - Masters
 - Post-graduate
 - PhD
 - Other.....
4. State your marital status
 - Married
 - Single

5. Name of Huduma Centre branch.....

6. Section being served

NHIF

Lands

HELB

NSSF

EACC

OMBUDSMAN

County Services

KRA

Credit Bureau

Other.....

SECTION B: PUBLIC SERVICE DELIVERY

On a scale of 5 to 1, please give your assessment on public service delivery of Huduma Centres in Kenya

Public Service Delivery		5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
7.	The services employees deliver in Huduma Centres are of good quality					
8.	Employees are highly engaged in their work of serving clients satisfactorily					
9.	There is quick response to clients' needs					
10.	The location of Huduma Centres is accessible, reliable and convenient to customers					
11.	The services offered in Huduma Centre are reliable					
12.	Huduma Centres fully conform to and fulfil the provisions of the constitution and expectations of the public.					
13.	There is responsiveness to citizen needs in Huduma Centres					
14.	There is professionalism in Huduma Centres					
15.	There is respect for the rule of law in Huduma Centres					
16.	There is observance of public service values in Huduma Centres					

Thank you for your information

APPENDIX III

UNIVERSITY AUTHORIZATION LETTER



Kenya Methodist University

P.O Box 267 – 00200, Meru, Kenya, Tel: (+254-020) 2118423-7, 064-30301/51229 Fax: (+254-064) 30162 Email: info@kemu.ac.ke , Website: www.kemu.ac.ke

25 September 2018

Executive Secretary
National Council for Science and Technology
P.O Box 30623 – 00100

NAIROBI

Dear Sir/ Madam,

RE: FAITH MWENDE MUTEGI BUS-4-0344-1/2014

This is to confirm that the above named is a bona fide student of Kenya Methodist University pursuing a Doctor of Philosophy in Business Administration and Management.

Faith is undertaking a research study on "Influence of Strategic Implementation of Human Resource Practices on Public Service Delivery in Huduma Centres in Kenya." To successfully complete her research work, she requires relevant data in her area of study.

In this regard, we kindly request your office to issue her a research permit to enable her collect the data for her academic research work.

We thank you in advance for your cooperation.

Yours faithfully

Dr. Evangeline Gichunge
Associate Dean, Research Development & Board of Postgraduate Studies



Nairobi Campus: Rainierge Street, P.O. Box 45240-00100 Nairobi - Tel: +254-20-2118443/2248172/2247987/0725-751873, Fax: 254-20-2240150, Email: nairobicampus@kemu.ac.ke
Nakuru Campus: Macha Plaza, 4th Floor, P.O. Box 3664-20100, Nakuru, Tel: +254-51-2214456 Fax 051-2216446, Email: nakurucampus@kemu.ac.ke
Mombasa Campus: Former Oshwal Academy, P.O. Box 89983, Mombasa, Tel: +254 - 041-2495845 / 8, Fax 041-2495946, Email: mombasacampus@kemu.ac.ke
Nyeri Campus: Lware Building, 4th Floor, Tel: +254-61-2032304, Fax: 254-61-2034100 Email: nyericampus@kemu.ac.ke

The Future is Here!

APPENDIX IV

NACOSTI AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2713471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318219
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete,
Off Waiyaki Way
P.O. Box 30523-00100
NAIROBI-KENYA

Ref No. **NACOSTI/P/18/48716/26018**

Date: **31st October, 2018**

Faith Mwendu Mutegi
Kenya Methodist University
P.O. Box 267- 60200
MERU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on "*Influence of strategic implementation of human resource practices on public service delivery in Huduma Centres in Kenya*" I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **29th October, 2019**.

You are advised to report to **the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
All Counties.

The County Director of Education
All Counties.

APPENDIX V

NACOSTI LICENCE

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

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


CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke



REPUBLIC OF KENYA



National Commission for Science, Technology and Innovation
RESEARCH LICENSE


Serial No.A 21556
CONDITIONS: see back page


THIS IS TO CERTIFY THAT:
MS. FAITH MWENDE MUTEGI
of KENYA METHODIST UNIVERSITY,
0-60200 MERU, has been permitted to
conduct research in **All Counties**


**on the topic: INFLUENCE OF STRATEGIC
IMPLEMENTATION OF HUMAN RESOURCE
PRACTICES ON PUBLIC SERVICE
DELIVERY IN HUDUMA CENTRES IN
KENYA**

**for the period ending:
29th October, 2019**

Permit No : NACOSTI/P/18/48716/26018
Date Of issue : 31st October, 2018
Fee Received :Ksh 2000




Applicant's
Signature


Director General
National Commission for Science,
Technology & Innovation

APPENDIX VI

HUDUMA KENYA AUTHORIZATION LETTER

REPUBLIC OF KENYA



THE PRESIDENCY
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS
HUDUMA KENYA SECRETARIAT

Telegraphic address: 'Personnel', Nairobi
Office: +254 (20)-6900010
Email: info@hudumakenya.go.ke
Website: www.hudumakenya.go.ke

LONRHO HOUSE
P.O. Box 47716 - 00100
Nairobi, Kenya

When Replying please quote.

11th January, 2019

Ref. No. HKS/BPR/007/14/VOL.1(5)

To Whom It May Concern

RE: RESEARCH APPROVAL: FAITH MWENDE MUTEGI

This is to confirm that the Management has duly authorized you to collect data from all Huduma Centres as part of partial fulfilment of PhD in Human Resource Management academic research on the topic "**The influence of strategic Implementation of Human Resources Practices on Public Service Delivery of Huduma Centres in Kenya**".

You are hereby advised to treat the information given as strictly confidential and use it only for intended purpose.

You will be expected to share a copy of your final Research Project with the Management.

A handwritten signature in blue ink, appearing to read 'Martin Situma'.

**MARTIN SITUMA
FOR SECRETARY / CEO**

APPENDIX VII

HUDUMA CENTRES

County	Huduma Centre Branches
Baringo	County Commissioner Office, Kabarnet Town
Bomet	County Commissioner Office, Bomet town
Bungoma	Post Office, Moi Avenue Road, Bungoma Town
Busia	Post Office, Opposite Government Offices
Elgeyo Marakwet	Iten Town
Embu	Post Office, Next to County Commissioner's Office, Meru-Nairobi Highway, Embu Town
Garissa	County Commissioner Office, Garissa Town
HomaBay	County Commissioner Office, Next to County Assembly
Isiolo	Post Office, Hospital Road, Off Isiolo-Marsabit Highway
Kajiado	Kajiado West, Kisamis town along Ngong-Magadi Road
Kajiado	Post Office, Nairobi-Namanga Highway
Kakamega	Post Office, Kakamega-Kisumu Highway
Kericho	Ardhi House, Temple Street, Kericho Town
Kiambu	Assistant County Commissioner Office (DO), Opposite Thika Stadium, Thika Town
Kilifi	County Commissioner Office, Kilifi Town
Kirinyaga	County Commissioner, Kerugoya Town
Kisii	Post Office, Kisii-Migori Road, Kisii Town
Kisumu	Former PC Office, Prosperity House, Next to Central Bank
Kitui	Post Office, Opposite Catholic Church, Kitui Town
Kwale	Kwale-Kinango Road, Opposite National Police Service
Laikipia	County Commissioner Office, Nanyuki Town
Lamu	Old Jetty, Next to County Commissioner Office, Kenyatta Road
Machakos	Post Office, Opposite Cathedral Church, Machakos
Makueni	Post Office, Next to County Commissioner Office, Wote
Mandera	Mandera Central
Marsabit	Post Office, Post Office Road, Marsabit Town
Meru	Post Office, Opposite County Commissioner Office, Meru-Makutano Highway, Meru Town
Migori	County Commissioners Office, Migori Town
Mombasa	General Post Office, Opposite Safaricom Customer Care, Digo Road, Mombasa
Murang'a	County Commissioners Office, Murang'a Town
Nairobi	Huduma GPO: Teleposta Building, Kenyatta Avenue
Nairobi	Huduma City Square: Haile Selassie, Next to Technical University of Kenya
Nairobi	Huduma Eastleigh: Eastleigh Eleventh Street
Nairobi	Huduma Kibra: County Commissioner's Office, Kibera Drive
Nairobi	Huduma Makadara: City County Offices- Eastlands Revenue Building, Off Jogoo Road, Next to DC Makadara
Nakuru	General Post Office, Next to Merica Hotel, Kenyatta Avenue
Nandi	Post Office, Kapsabet Town

County	Huduma Centre Branches
Narok	Post Office, Olerorat House, Narok Town, Narok-Nairobi Highway
Nyamira	Post Office, Konate-Nyamira Road
Nyandarua	County Commissioner's Office, Olkalau Township
Nyeri	Former Provincial Commissioner's Office, Nyeri Town
Samburu	General Post Office, Maralal
Siaya	Post Office, Kisumu-Busia Highway. Opposite KCB
Taita Taveta	CDF Office, Wundanyi
Tana River	County Commissioners Office, Hola Town
Tharaka Nithi	County Commissioner Office, Chuka Town
Trans Nzoia	Kitale Post Office, Mak-Asembo Road
Turkana	County Commissioner's Office, Lodwar
Uasin Gishu	Post Office, Eldoret-Kitale Road, Eldoret Town
Vihiga	County Commissioners Office, Vihiga town
Wajir	County Commissioner's Office, Next to County Assembly, Wajir
West Pokot	Makutano Town near Kapenguria

Source: (Huduma Kenya, 2016)