Human Resource Management Practices and Service Delivery in County Government of Siaya, Kenya

William Onyango Luballo[1]

Dr. Kipkorir Chris Simon[2]

[1]Correspondent Author, School of Business, Kenyatta University, Kenya

[2]School of Business, Kenyatta University, Kenya

Abstract

The study focused on human resource management practices and service delivery in devolved governments in Kenya. Service delivery is human resource intensive yet few empirical studies focus on the human resource management practices - service delivery link in the public sector. The specific objectives of the study were to determine the effect of human resource management practices, human resource outcomes and organizational context on service delivery by the county government of Siaya. The study was underpinned by the human capital, resource based view, organization person fit and SERVQUAL models. A cross sectional survey research design was considered appropriate for administering a semi structured questionnaire. The target population of 130 strategic and tactical management staff of the county public service, comprising of 10 county executive committee members, 10 chief officers, 10 directors, and 6 sub county administrators, 49 sub county heads of departments and 45 deputy sub county heads of departments. Stratified, simple random and purposive sampling was used to select 97 respondents from the population. The drop and pick later method was used to collect primary data. Descriptive statistics were used to summarize the data for further analysis using inferential statistics. The hypothesis was tested using multiple regression analysis. The findings indicate that the four human resource management practices contributed strongly (adjusted $R^2 = 0.6379$) to provision of services in the county. Respectively, recruitment, selection, training, and performance management practices explained 22.5%, 43.9%, 61.3% and 36.3% of variability in service delivery. Mediation analysis revealed that human resource management practices and human resource outcomes explain 66% of the variation in service delivery as compared to 63.1% by human resource management practices alone, confirming the mediating role of human resource outcomes of employee skills, attitudes and behavior. Organizational context was found to have no moderating effect on the relationship between human resource management practices and service delivery. The findings supported the theoretical foundation of the resource based view theory that competitive advantage comes from the internal resources that are possessed by an organization. The study recommends that human resource managers should offer a variety of trainings to their staff, policy makers should create an adequate performance management framework that will effectively link service delivery to national development goals and hence adequately link individual performance to institutional performance. These empirical findings provide invaluable insights on recruitment, selection, training and performance management practices and for human resource practitioners and academics in Kenya and beyond.

Key Words: Human Resource Management Practices, Service Delivery, County Government of Siaya, Kenya

1. BACKGROUND OF THE STUDY

The study investigated the effect of Human Resource Management (HRM) Practices on Service Delivery (SD). A growing number of scholars have focused on the effects of HRM on performance in public organizations (Boyne, 2010). They report a positive HRM - organizational performance link (Katou, Budhwar, & Patel, 2014; Marchington & Wilkinson, 2005). This link is based on the notion that HRM practices result in employee commitment, job satisfaction and motivation, and ultimately enhanced organizational performance (Paauwe, 2009). Although there is a growing body of evidence demonstrating this positive relationship, some important theoretical and methodological issues are missing in this line of research (Boxall et al., 2011; Paauwe, 2009). Further, the search for a link between HRM and organizational performance has hardly focused on public organizations. As recently pointed out by Vanhala, & Stavrou (2013) little HRM literature has addressed how these differences influence Service Delivery in different work environments

In both rich and poor country contexts, there is little evidence linking HRM Practices to Service Delivery. The literature is relatively devoid of concrete evidence linking HRM Practices in civil service organizations to public goods outcomes (Goldfinch et al. 2012). However, HRM Practices such as Recruitment and Selection are acknowledged as a starting point in the provision of quality goods and services (Chukwu and Igwe, 2012). To succeed in realizing their missions and visions public organizations need people with knowledge, skills, abilities and experience (Siddiquee, 2003). Likewise, the HRM Practice of training is yet to be related to public sector service delivery. Aragon & Valle (2012) assert that training contributes to success of an organization. Further, it is through performance management initiatives that effectiveness of training is evaluated (Glaveli & Karassavidou, 2011).

The need to consider the views of the service providers is substantiated by Tamrakar (2010). Within the public service, service delivery is commonly understood to mean the provision of goods or services by public servants to those who need them (McLennan, 2009). Public servants have an imperative to deliver quality services to customers whose needs, expectations and quality requirements are changing (Randall and Senior, 1994; Teicher *et al.*, 2002). Unfortunately evaluating the ability of public sector organizations to meet these changing needs is not easy, given the challenges of measuring performance in the public service. Given the unsuitability of profit, quality of services is often used to assess performance (Profiroiu & Profiroiu, 2001). It comes as a surprise that research on the HRM - performance link has tended to use financial performance indicators (Jiang *et al.*, 2012). The use of financial performance indicators in HRM research is, however, problematic as such indicators can be influenced by internal and external factors that have nothing to do with the workforce (Boselie *et al.*, 2005). Moreover, a uniquely shareholder perspective assumes that financial performance is the sole end goal of HRM. While adequate financial performance is important for organizations, other goals such as quality and fairness of service delivery are also relevant. This suggests the need to examine the empirical link between HRM Practices and Service Delivery in the public sector. This study examines this link in the context of County Governments in Kenya. County Governments have delivered services since 2013 yet little empirical work has focused on the quality of service delivered. The aim is to investigate the effectiveness of the body mandated to manage HR for quality service delivery.

2. STATEMENT OF THE PROBLEM

Delivery of quality public service is envisioned as the key to reducing the number of people falling under the poverty bracket by 2017 (Siaya County, 2013). Delivery of quality service begins with recruitment, selection, training and the management of performance (Onchari, Iravo & Elijah, 2014; Wright, 2003). Surprisingly, since the inauguration of Public Service Boards, in 2013, not much empirical evaluation of their HRM role in achievement of quality objectives of devolved government has been attempted. To fill this research, gap this study investigated the significance of selected human resource management practices, as predictors of quality in the public services delivered by County Governments in Kenya. Related studies suggest that quality service provision begins with the recruitment and selection process (Chukwu & Igwe, 2012). Further, the contribution of training and performance management is significant in attaining organizational goals (Wright, 2003).

The problem is that since their inauguration in 2013, little is known of the extent to which the lead HRM agencies within the 47 counties have facilitated the procurement, training and performance management of staff for Quality service delivery. The motivation for the study stems from the need to evaluate the role of CPSB in recruiting, selecting, training and managing performance of county public for q Service Delivery. Related studies, having been conducted in the context of different legal and institutional frameworks may not fully facilitate an evaluation of the HRM role of County Public Service Boards. This has made it difficult to measure the efficacy by which County Public Service Boards play a HRM role of ensuring public servants can provide quality services. Thus the current study answers the need to establish the link between HRM practices and attainment of the objective of devolution, namely the promotion of social and economic development, and promoted proximate, easily accessible services throughout Kenya (Constitution of Kenya, 2010).

The current study fills empirical, contextual, and conceptual gaps in the HRM – Public sector performance literature. For instance, it builds on the descriptive study by Onchari, Iravo and Elijah (2014) by utilizing multiple regression to establish the significance of HRM practice by CPSBs on quality outcomes. Further, it also fills the contextual gaps in the literature on HRM Public sector service quality in Kenya. Related studies have either focused on the context of local authorities (LAS) in Kenya (Otele, 2014: Olande, 2014) or federal systems in Nigeria (Ikwesi, 2010; Omisore & Okofu, 2014). In regard to conceptual gaps the current work rethinks antecedents of Service Delivery to include recruitment, selection, training and performance management practices. Further, it's conceptualization of quality indicators for measuring Service Delivery provides a useful addition to measures of public sector performance. The current study fills the research gaps identified by establishing the empirical link between recruitment and selection practices and Service delivery. The study answers the research question: "What is the effect of selected human resource management practices adopted by Siaya County on Service delivery?"

3. OBJECTIVES OF THE STUDY

The overall objective of this study was to assess the effect of selected human resource management practices on the quality of public service provided by Siaya County Government.

The specific objectives of the study were to:

i.   Determine the role of recruitment practices on service delivery in County Government of Siaya
ii.   Evaluate the effect of selection practices on service delivery in County Government of Siaya
iii. Establish the influence of training practices on service delivery in County Government of Siaya
iv.   To Assess the relationship between performance management practices and service delivery in County Government of Siaya
v.   To determine the mediating effect of HR Outcomes on the relationship between HRM practices and service delivery in County Government of Siaya
vi.   To examine the moderating role of environmental factors on the relationship between HRM practices and service delivery in County Government of Siaya.

4. THEORETICAL REVIEW

The study was guided by Human Capital, Resource Based View, Organization Person Fit and SERVQUAL model as suitable theoretical lenses for understanding the link between human resource management practices, human resource outcomes, organizational context, and service delivery.

4.1 Human Capital Theory

The Human Capital Theory by Becker in 1964 was adopted as a useful framework for understanding the link between HRM practices and service delivery. The human capitals are the innate abilities, behavior and personal energy that individuals bring to work. Intellectual capital results from the knowledge and skill that individuals generate, retain and use. This human capital can as a result of interactions in an organization generate organizational capital. The focus in HRM, from the Human Capital perspective, is to attract, retain and develop human capital (Amstrong, 2001). The theory of Human Capital was relevant to the study because it asserts that employees have the knowledge, skills and abilities that is requisite in provision of quality public service. The decision to employ a public servant, to serve in the County Public Service, basically involves adding to the stock of human capital. Thus the framework provides a suitable basis for understanding the prevailing selected human resource management practices since it explains the link between these HRMP and service delivery. The theory of human capital in HRM was relevant as it holds that the level of human capital has an influence on firm performance (Becker, 1964: Hitt et al., 2001). The link between HRM practices and performance has been explained by Delery (1998). Delery (1998) explains that a firm gains a competitive advantage from the human resources that the firm attracts and retains and not the HR practices. Following successful use of the HCT in these HRM studies, this study considers it a suitable theoretical lens from which to interpret the link between recruiting, selecting, training and performance management practices and service delivery in County governments in Kenya. Armstrong (2006) adds that HCT is related to the Resource Based View (RBV) of firms.

4.2 Resource Based View

Resource Based View by Penrose in 1959 provided the second framework for analyzing the link between HRM practices and service delivery. RBV stipulates that to have sustained competitive advantage and the right people with the right skills, they need to constantly evaluate their workforce (Barney, 2001). Further, employing appropriate recruiting, selecting, training and performance management practices can enable firms to make up for the deficiency.

Technology and capital can be acquired unlike a ready pool of highly qualified and motivated employees (Sparrow *et al.*, 2002). More importantly, natural resources, technology and economies of scale are increasingly easy to imitate in comparison HR. Firms which are capable of generating human capital advantage usually recruit, select, train and manage performance of exceptional individuals (Boxall, 1998). Researchers have increasingly relied on RBV to investigate the role of human resource practices on organizational performance (Wright, Dunford and Snell, 2001). As Boxall & Purcell (2008) argues, organizations consider it cheaper to recruitment the right person directly from the process than train and develop them. Following previous use of the RBV in Human Resource Management (HRM) the current considers it a suitable lens from which to analyze the link between recruiting, selecting, training and performance management practices and quality of service delivery in County Governments. The current study considers RBV a suitable framework as it emphasizes recruitment, selection, training, and performance management as a key tool to achieve the business objectives.

4.3 Person Organization Fit and Person Job Fit Theory

The Person Environment Fit Theory postulated by Kristof in 1996 is concerned with how well an employee fits in an organization or job. P-O fit is the match between an applicant and an organization (Judge & Ferris, 1992). P-O fit is the important in sourcing a flexible and committed workforce in a competitive environment (Kristof, 1996). P-O fit enhances job satisfaction, organizational commitment (Vancouver &Schmitt, 1991), organizational citizenship behaviors (O'Reilly & Chatman, 1986), teamwork (Posner, 1992), and contextual performance (Goodman and Svyantek, 1999). Although a high level of P-O fit may have positive organizational level outcomes, some researchers have pointed out that there may be negative organizational outcomes of the high level of P-O fit (Powell, 1998; Schneider, 1987). The function of employee selection is founded on the concept of Person-Job fit (Werbel & Gilliland, 1999). P-J fit is reported to have a positive effect on attendance, retention, motivation, performance, and job satisfaction, and lowers job stress (Edwards, 1991). From the literature on HRM practices and organizational performance it is can be observed that P-J fit and P-E fit theories are suitable frameworks for examining the HRM-Service Delivery link. In particular, it will facilitate our understanding of the role of HR outcomes in mediating the link.

4.4 SERVQUAL Model

This model was deemed suitable for interpreting the influence of HRM practices, HRM outcomes and Organizational Context on Service Delivery in County Governments. The model by Parasuraman, Zeithmal and Berry (1985) is based on a perceived service quality relating to five dimensions of reliability, responsiveness, assurance, empathy, and tangibility. Reliability is the ability to provide the promised service dependably and accurately Assurance is the knowledge and courtesy of employees and their ability to inspire trust and confidence. Tangibility refers to the condition of the physical surroundings as being tangible evidence of the care and attention to details exhibited by the service providers. It comprises of the appearance of physical facilities, equipment, personnel and communication materials. Empathy is the caring, individualized attention the firm provides its customers, and includes access to organization's representatives, communication and understanding the customer. Responsiveness can be defined as the willingness to help customers and provide prompt service (Parasuraman, *et al.*, 1985). The SERVQUAL model, developed by Parasuraman et al. (1985), is widely used to capture consumers' expectations and perceptions of service quality (Palmer 2011).

The model consists of 22 expectation- and performance-based statements, used to depict the five dimensions of service quality (Zeithaml, Parasuruman & Berry, 1990). The current study adapts the statements from the SERVQUAL instrument to capture service quality perceptions of respondents. The current study extends measurement of performance in public sector organizations by re-conceptualizing measures of service delivery from a quality perspective.

5. CONCEPTUAL FRAMEWORK

The conceptual model (Figure 1) is derived from the discussions presented in the literature review. It presents the researcher's schematization of the relationships of current study variables.
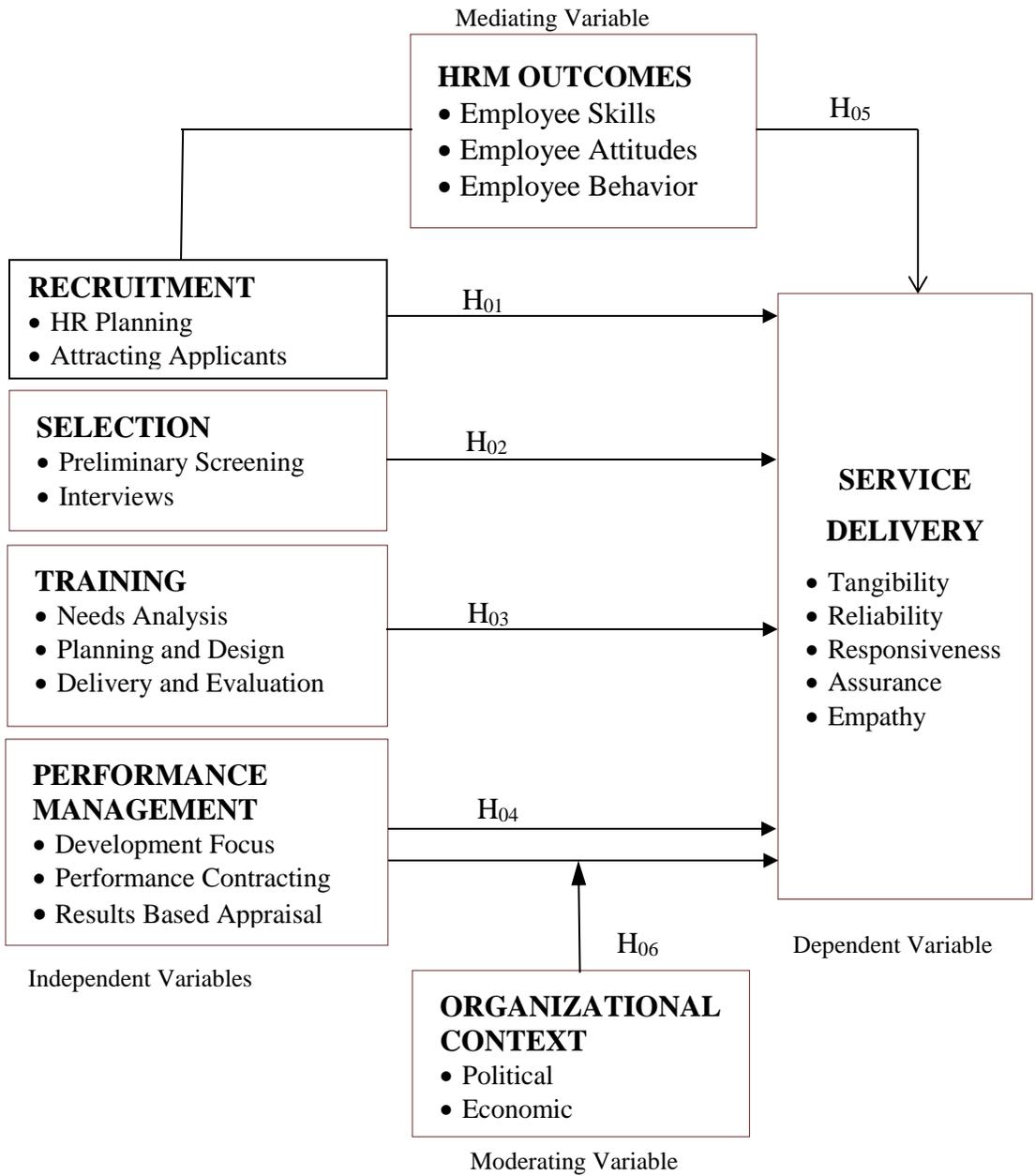
Mediating Variable

HRM OUTCOMES
- Employee Skills
- Employee Attitudes
- Employee Behavior

H_{05}

RECRUITMENT
- HR Planning
- Attracting Applicants

H_{01}

SELECTION
- Preliminary Screening
- Interviews

H_{02}

TRAINING
- Needs Analysis
- Planning and Design
- Delivery and Evaluation

H_{03}

PERFORMANCE MANAGEMENT
- Development Focus
- Performance Contracting
- Results Based Appraisal

H_{04}

SERVICE DELIVERY
- Tangibility
- Reliability
- Responsiveness
- Assurance
- Empathy

Dependent Variable

Independent Variables

H_{06}

ORGANIZATIONAL CONTEXT
- Political
- Economic

Moderating Variable

Figure 1: Conceptual Framework of the study

6. RESEARCH METHODOLOGY

The study used both descriptive and explanatory research designs using cross-sectional survey design. Combining a descriptive and an explanatory design enabled triangulation that increased research validity. The target population consisted of all the 30 strategic level managers and 100 tactical level managers serving at the County Government of Siaya by the time of the study (County Director of Human Resources, 2017). This population was considered appropriate because the research investigated the link between HRM practices and service delivery. First, the strategic managers as well as the tactical level managers were considered to be knowledgeable of the HRM practices adopted by the County Public Service Board. Second, being tasked with planning and overseeing the provision of public services, by operational level staff, they were in a position to give an opinion about the perceived effect of HRM practices on service delivery by the county public service.

Stratified, simple random and purposive sampling techniques provided the basis for obtaining samples needed to ensure efficiency in gathering data from the population of interest. The current study established the sample size following the work by Krejcie and Morgan (1970). Based on extract of the relevant portion of the table by Krejcie and Morgan, a sample 97 respondents was used in the study. Purposive sampling was used in the study to select the respondents from the total sample size of 97. Self-administered questionnaires were used to explore the selected manager's views this method was preferred because of the technical nature of items in the scale and the need to ensure reliability of responses from the respondents. The questionnaire was structured and contained closed ended questions. The questionnaires were divided into five sections to obtain information on the variables in the study.

Descriptive statistics such as mean scores, standard deviations, percentages, and frequency distribution were computed to describe the characteristics of the variables in the study. To establish the nature and magnitude of the relationships between the variables and to test the hypothesized relationships, this study applied inferential statistics. The appropriate test applied was multiple regression analysis. The research hypothesis was tested at 95% level of confidence. To facilitate regression, the study used summations of Likert items in each section of the structured questionnaire. The generated sum was used as a proxy for the independent, moderating, mediating and dependent variables.

7. DATA ANALYSIS RESULTS

The research applied statistical package for social scientists (SPSS) to test the six hypotheses about the link between HRM Practices and service delivery. Hypotheses testing required the use of multiple regression analysis. This was performed using the field data and the results interpreted according to the adjusted R^2 values and P values at $P < 0.001$ and $P < 0.005$ significance level. The variables under study were regressed on service delivery to test the six relationships hypothesized. The findings of the multiple regressions testing the direct relationships between HRM practices of recruitment, selection, training, and performance management and service delivery are summarized in Table 1.

Table 1: HRM Practices and Service Delivery

Goodness of fit	Test Statistic	P-value
Adjusted R-squared	0.6379	
R-squared	0.6435	
F-statistic (4, 268)	114.64	0.000***
Breusch-Pagan Test (Heteroskedasticity)	0.42	0.5164

Dependent Variable= Service delivery	**Linear Regression Results**		
	Coefficients	**t-statistic**	**P-value**
Recruitment	0.225	1.34	0.181
Selection	0.439	7.29	0.000***
Training	0.613	9.46	0.000***
Performance Management	0.363	3.27	0.001***
Constant	7.459	1.77	0.078

** significant at 5 percent

*** significant at 1 percent

In Table 1 the adjusted R-squared of 0.6379 means that the independent variables jointly explain 63.79% variations in the dependent variable while the rest are explained by the error term. The F statistic is 114.64 with a P-value of 0.0000 implies that the regression model is significant. The Breusch Pagan statistic is 0.42 with a P-value of 0.5164. Therefore, the t statistics and p-values can reliably be used to test the significance of coefficients in the model; $SD = \beta_0 + \beta_1 T + \beta_2 R + \beta_3 PM + \beta_4 R + \varepsilon$. The regression equation obtained from this output is:- Service Delivery = 7.459 + 0.613 training + 0.225 recruitment + 0.363 performance management + 0.439 recruitment.

7.1 Recruitment and Service Delivery

A null hypothesis, H_{01}, was formulated with an assumption of no relationship between recruitment and service delivery in County Government of Siaya, Kenya. The coefficient of recruitment was 0.225 with the t-statistic and corresponding p-value of 1.34 and 0.181 respectively. Thus the study fails to accept the null hypothesis at P < 0.001 level of significance. Therefore the study concluded that recruitment in County Government of Siaya does not have significant relationship with performance. Hypothesis one relied on the theoretical proposition of the P-E fit theory that HR strategy would be more effective only when appropriately integrated with a specific organizational and environmental context. The Kenyan context has challenges of attract and retain the skill sets needed to drive performance, hence the lack of adequate experienced employees in the County Governments. This can also be attributed to ethnicity which manifests itself mostly through favoritism in recruitment and career advancement.

Although such practices are widely criticized by the intellectual elite, others justify it as discharging one's responsibility to friends, relatives and fellow tribesmen (Kamoche, 2003). Other observers such as Blunt, (2005) see it as an adaptive response to workplace alienation. In Kenya however HR teams can be criticized for developing recruitment strategies which do not match organizational priorities.

7.2 Selection and Service Delivery

The second objective sought to determine the relationship between Selection Practices and service delivery in County Government of Siaya, Kenya. To this end, a null hypothesis H_{02} assuming no relationship between Selection and Service Delivery in County Government of Siaya, Kenya was formulated. The beta coefficient of selection was 0.439 with the t-statistic and corresponding p-value of 7.29 and 0.000 respectively. Therefore, we fail to reject the null hypothesis at $P < 0.001$ level of significance implying that Selection has a significant positive relationship with service delivery by County Governments in Kenya. The beta coefficient for Selection is 0.439. This indicates that a unit increase in Selection would result in 43.9% increase in service delivery value in a direct relationship between Selection and Service Delivery in County Government of Siaya, Kenya. The findings that selection practices are positively related to service delivery does not support earlier related work in the context of county governments' in Kenya. A study by Otele (2013) on the constraints in adoption of HRM practices in County governments in Kenya involved structured interviews with members of CPSBs in 12 of the 47 counties. The descriptive study concludes that challenges of recruitment and selection in devolved units lead to poor services as qualified staff is not available. In an earlier study, Ezeani (2004) and Onah (2003) found that inadequate recruitment and selection procedures cause of general inefficiency, ineffectiveness and declining productivity in Nigerian Public Service. Studies, in the context of private sector organizations, however, seem to suggest a positive relationship between selection practices and organizational performance. For instance, Terpstra and Rozell (1993), in the context of US firms reports a significant positive relationship between staffing practices and both annual profit and profit growth.

7.3 Relationship between Training and Service Delivery

A null hypothesis H_{03} was formulated with the assumption that there is no relationship between training and service delivery in the County Government of Siaya. The coefficient of training was 0.613. The beta coefficient for training is 0.613. This indicates that a unit increase in training would result in 61.3% increase in service delivery index in a direct relationship between training and service delivery of County Government of Siaya, Kenya. The t-statistic and corresponding p-value were 9.46 and 0.000 respectively. Therefore, at $P < 0.001$ level of significance we fail to reject the null hypothesis implying that training has a significant influence on service delivery by County Government of Siaya. On the basis of these statistics, the study concludes that there is significant positive relationship between training and service delivery by County Government of Siaya, Kenya. In terms of the concerns of this study, this finding brings out the role that training of the current employees can have on service delivery. This is supported by the statement "Training improves knowledge and skills for service delivery" with the highest mean score of 4.53. The fact that training enhances service delivery is consistent with prior studies (Bartel, 1994; Black & Lynch, 1996; Huselid, 1995; Paul & Anantharaman, 2003; Kotau & Budhwar 2007; Dimba &

KÓbonyo, 2009).

This means that County Governments in Kenya offer training that is relevant to the employees job this is also evident due to the availability of plans and budgets for training activities as well as training programs that are well planned and designed.

From the theoretical framework, the study used the postulates of the RBV theory. The resource-based view presents an influential framework for understanding strategic management. Sustained competitive advantage derived from the resources and capabilities a firm controls that are valuable, rare, imperfectly imitable, and not substitutable. These resources and capabilities can be viewed as bundles of tangible and intangible assets, including firms' management skills, its organizational processes and routines alongside the information and knowledge it controls. The above observation contributes to the bridging of the knowledge gaps identified in chapter two of this study. Noor (2010) examined the effects of HRM practices on personnel performance of some selected Jordan public academic libraries, but failed to show how HRM practices contribute to service delivery. The study by Noor (2010) was also based on only one organization hence was limited in scope.

7.4 Performance Management and Service Delivery

To test the link between PM and SD, a null hypothesis H_{04} assuming no relationship between performance management and Service Delivery in County Government of Siaya, Kenya was formulated. The coefficient of performance management was 0.363 with the t-statistic and corresponding p-value of 3.27 and 0.001 respectively. The beta value for performance management is 0.363. This indicates that a unit increase in performance management would result in 36.3% increase in service delivery value in a direct relationship between performance management and Service Delivery in County Government of Siaya, Kenya. Therefore, we fail to reject the null hypothesis at $P < 0.001$ level of significance. This implies that performance management has a significant positive relationship with service delivery. The findings are in agreement with the argument by Abdulkadir (2012) that organizations can monitor the development of desired employee attitudes and behaviors through the use of the appraisal mechanisms. The findings are further in agreement with the argument by Nzioka, (2008) that County Governments should perfect on performance evaluation instruments; and use performance evaluation to impinge upon personnel replacement, training, discipline and rewards for enhanced productivity. These findings are consistent with the rationale of configurational theory which posits that a simultaneous internal and external fit between a firm's external environment, business strategy, and HRM strategy may help in improving business. These findings are also consistent with the findings of previous research in Western contexts, and research undertaken in private sector organizations such as (Boselie, 2010; Gould-Williams & Gatenby, 2010; Katou & Budhwar, 2010; Boon *et al*., 2011). Thus, the present study's findings add weight to the argument that the effects of performance management on firm's performance are not confined to western countries, or private sector organizations, but are evident across different cultures and labor markets.

7.5 The Mediating role of HR Outcomes

To test the hypothesis $H0_5$ that HR outcomes had no mediating effect on the relationship between HRM practices and Service to establish the mediation effect Baron and Kenny's (1986) causal step approach was used. The first step involved testing the relationship between HRM

practices and service delivery which was found to be statistically significant:

Step 1: Regression of HRM practices on service delivery

Table 2: Regression of HRM practices on Service delivery

Goodness of fit	Test Statistic	P-value
Adjusted R-squared	0.6314	
R-squared	0.6328	
F-statistic (1, 268)	446.38	0.000***
Dependent Variable= service delivery	**Linear Regression Results**	
	Coefficients	**t-statistic**	**P-value**
HRM	0.465	21.13	0.000***
Constant	3.37	1.05	0.293

*** significant at 5 percent*

**** significant at 1 percent*

In Step 1 regression of HRM practices on service delivery resulted in adjusted R^2 of 0.6314 and a significant beta coefficient for HRM practices of 0.465 (p<0.001) shows that HRM practices explain 63.1% of the valuation in the regression model for step 1. The regression model was: OP = 3.37 + 0.465HRM

Step 2: Regression of HRM practices on HR Outcomes

Table 3: Regression of HRM Practices on HR Outcomes

Goodness of fit	Test Statistic	P-value
Adjusted R-squared	0.5635	
R-squared	0.5662	
F-statistic (1, 268)	343.13	0.000***
Dependent Variable= HR Outcomes	**Linear Regression Results**	
	Coefficients	**t-statistic**	**P-value**
HRM	0.365	18.52	0.000***
Constant	-5.34	-1.86	0.064

** significant at 5 percent   *** significant at 1 percent

Regression of HR Outcomes on HRM practices in Step 2, Resulted in adjusted R^2 of 0.5635 and significant beta coefficient for HRM of 0.365 (p<0.001) therefore HRM practices explain 56.4 % of the variation in the regression model for step 2. The linear regression model was: *HRO = -5.34 + 0.365 HRM*

Step 3: Regression of HRM practices and HR outcomes on service delivery

Table 4: HRM practices and HRO on Service delivery

Goodness of fit	Test Statistic	P-value
Adjusted R-squared	0.6596	
R-squared	0.6622	
F-statistic (1, 268)	251.94	0.000***
Dependent Variable= Service Delivery	**Linear Regression Results**	
	Coefficients	t-statistic	P-value
HRM	0.357	11.08	0.000***
HRO	0.299	4.50	0.000***
Constant	4.903	1.58	0.116

** significant at 5 percent

*** significant at 1 percent

In step 3 the simultaneous regression of HRM practices and HR Outcomes on service delivery on resulted in adjusted R^2 of 0.6596 and significantly beta coefficient of practices (β = 0.357, P<0.001) and HR Outcomes (β = 0.299, P<0.001). This implies in step 3, HRM practices and HR Outcomes explain 66 % of the variation in the service delivery as compared to 63.1% by HRM practices alone in step 1. From the outcome of the regression model from step 1 HRM practices significantly influence the dependent variable, service delivery. From the results of regression model step 2 HRM practices also significantly influences the mediating variable HR Outcomes. The regression model for step 3 suggests that HR Outcomes significantly influence the relationship between HRM practices and service delivery. In the mediated regression model the adjusted R-square value increases by 2.9% implying that the explanatory power of practices on the variability of service delivery increases. Thus it is observed that the relationship between HRM practices and service delivery depends on the HR Outcomes. The null hypothesis was therefore rejected and the study concludes that HR Outcomes mediate the relationship between HRM practices and Service Delivery in County Government of Siaya, Kenya. The above is summarized in Table 5.

Table 5: Summary of Regression Results for the Mediating Effect

Parameter	Step 1	Step 2	Step 3	Change	Conclusion
Adjusted R^2	0.6314	0.5635	0.6596	0.0282	Reject H_{05}, there is evidence of partial statistical mediation
R^2	0.6328	0.5662	0.6622	0.0294	
F Value	446.38	343.13	251.94	-194.44	
B Constant	3.37	-5.34	4.903	1.533	
HRM	0.465	0.365	0.357	-0.108	
HRO	-	-	0.299	0.299	

The decision making criteria shows that HR Outcomes partially mediate the relationship between HRM practices and service delivery. This agrees to previous findings that a one-way causation is unsatisfactory. Previous work indicates that they are other factors that mediate a link between such HRM practices and business performance (Huselid 1995; Paauwe 1996; Guest 1997; Fey, Bjorkman & Pavlovskaya 2000). As mentioned in the problem statement, there is a black box in the relationship between HRM and service delivery. The current study contributes to the body of knowledge by showing that HR Outcomes mediates on the relationship between HRM and service delivery.

7.6 The Moderating Effect of Organizational Context

The study hypothesized ($H0_6$) that that organizational context has no significant moderating effect on the relationship between HRM practices and service delivery. Model 3.4 is based on equation 3.4 as specified in chapter 4 where service delivery is regressed on HRM and OC introduced as an explanatory variable. Model 3.5 refers to an over specified regression model which includes the key explanatory variables and the interactive terms between OC and the respective HRM variables as specified by equation 3.5.

Table 6: Regression of HRM practices and OC on Service delivery

Goodness of fit	Test Statistic	P-value
Adjusted R-squared	0.7939	
R-squared	0.7955	
F-statistic (1, 268)	497.88	0.000***
Dependent Variable= service delivery	**Linear Regression Results**	
	Coefficients t-statistic	P-value

HRM practices	0.162	5.99	0.000***
OC	1.089	14.25	0.000***
Constant	-2.45	1.05	0.316

*** significant at 5 percent *** significant at 1 percent*

Table 6 shows that the adjusted R^2 is 0.7939, this shows that the model explains 79.4% variation in service delivery variable the rest are explained by variables that are not fitted in the model. F statistic is 497.88 and, P=0.000 where (P < 0.001). The Beta coefficient for HRM practices is 0.162 with a P-value of 0.000 (P < 0.001) while that of OC was 1.089 with a P –Value of 0.000 (P<0.001). Hence HRM practices and OC are jointly significant in explaining service delivery. This satisfies the first explanatory condition where OC should be significant (Mackinnon *et al.*, 2007).

Table 7: Regression of HRM practices, OC and the interactive terms on SD.

Goodness of fit	Test Statistic	P-value	
Adjusted R-squared	0.7931		
R-squared	0.7955		
F-statistic (1, 268)	330.63	0.000***	
Dependent Variable= service delivery	**Linear Regression Results**		
	Coefficients	**t-statistic**	**P-value**
HRM practices	0.163	1.87	0.063
OC	1.094	4.12	0.000
HRM ^OC	-0.000	-0.02	0.986
Constant	-2.65	-0.23	0.816

*** significant at 5 percent*

*** significant at 1 percent*

Secondly model 3.3 was estimated where the product of OC and HRM practices was used to estimate the moderating effect. The regressed results are presented in table 7. The finding in table 7 shows that the adjusted R- Squared is 0.7931. HRM practices had coefficient of 0.163 and P value of 0.063, OC had co-efficient of 1.094 and P – value of 0.000 while the interaction term consisting of the product of HRM practices and OC had coefficient of -0.000 and p-value of 0.986. This implies that the interactive terms are not significant at P < 0.001. Mackinnon *et al.*, (2007) observes that when variables in step 1 are significant and those in step 2 are not significant then there is no moderating effect.

Another approach to testing moderation would be to check whether the introduction of an interaction term would cause a change in R^2. Where by an increase in R^2 would suggest a moderating effect of OC on the relationship between and service delivery. From step 1 to step 2 there is no change in R^2 which remains at 0.7955 further indicating that the interaction is insignificant. Therefore based on the moderation rule by Mackinnon *et al*, (2007), OC is just an explanatory variable. Therefore the study fails to reject the null hypothesis and

state that Organizational context has no moderating effect on the relationship between HRM practices and Service Delivery in County Government of Siaya, Kenya.

Table 8: Effect of Organizational context on the HRM -Service Delivery Link.

ITEM	Step 1	Step 2	Change	Conclusion
Adjusted R^2	0.7939	0.7931	-0.0008	Fail to reject H_{06} no evidence of moderating influence.
R^2	0.7955	0.7955	0.0000	
F- Value	497.88	330.63	-167.25	
β Constant	-2.45	-2.65	-0.2	
β HRM	0.162	0.163	0.001	
β OC	1.089	1.094	0.005	
β HRM x OC	-	0.000	0.000	

Hypothesis six also relied on the RBV theoretical predictions Katou and Budhwar (2007). The results in Table 8 does not support previous findings that the political and economic environments of devolved units of government moderate the effect of HRM practices on public sector organizations performance (Onchari and Iravo, 2014). Further, they contradict earlier findings that successful HRM in the public service requires not only backing from top managers but also political support (Storey, 1989).

8. CONCLUSIONS

Several conclusions were made from the summary of the findings of this study. First the findings show that HRM practices have a direct effect on service delivery. Second, if a HR manager adopts HRM practices that enhance employee abilities, attitudes and behavior, then service delivery will be boosted owing to their indirect effect on service delivery. Third, HR outcomes were found to have a partial mediating effect on the relationship between HRM practices and service delivery.

9. RECOMMENDATIONS

From the findings of this study, several policies can be drawn for application of HRM practices to Counties in Kenya. To begin with, training as a HRM practice was found to be positive and significant in contributing towards service delivery. Hence HR managers should offer different types of trainings to their staff. Training offered to employees should also be relevant to their jobs. Second, regarding performance management, which was found to significantly influence service delivery, this study recommends that the County government should create of an adequate performance management framework that will effectively link performance of County government departments to their development goals.

The study also recommends that the County governments develop a common performance management system, which should be based on the county government's performance scorecard to be developed by a central authority, such as the council of governors. Finally the

study recommends that HR managers should ensure that the performance of employees is measured on the basis of objective quantifiable results. Third, regarding selection which was found to significantly influence service delivery the study recommends that improvement is service delivery can be achieved by improving the role of County Public Service Boards. Fourth, regarding Human resource outcomes which were found to partially mediate the relationship between HRM practices and service delivery, HR managers should strive to mainstream the contribution of employee skills, attitudes and behaviors to service delivery.

A number of relevant suggestions for future research are worth noting. First, although longitudinal research is both time consuming and expensive, testing the current study's model through a longitudinal research design can to determine the causal links more explicitly. Secondly, the findings of the current study may not be applicable to all devolved governments in developing countries in general, Africa in particular, because of the vast differences in the social and cultural environments. Africa has diverse cultures; therefore, it is very likely that the way governments in this region are structured and HRM practices are carried out also be different. Accordingly, additional research is needed on this topic in other geographical locations so as to better understand the generalizability of the findings.

REFERENCES

Alande, J. O. (2013). The role of human resource management in devolution of counties in Kenya a case study of Mombasa County*. International Journal of Social Sciences and Entrepreneurship*, 1 (3), 568-582.

Aragon, I. B., & Valle, R. S. (2012). Does training managers pay off? *The International Journal of Human Resource Management*, 24(8), 1671–1684.

Armstrong, M. (1991). *A Handbook of Personnel Management Practice.* London: Kogan Page

Armstrong, M., (2006). *A Handbook of Human Resource Management Practice* (10thEd). Great Britain: Cambridge University.

Armstrong, M., (2008). *Strategic Human Resource Management Practice*. London. Kogan Page limited.

Armstrong, M., (2009). *A Handbook of Human Resource Management Practice* (11th ed).London. Kogan Page limited.

Azzam A., & Jaradat S., (2014). Impact of HR Recruitment Process on Jordanian Universities Effectiveness: An Empirical Study on Jordanian Universities. *Global Journal of Human Resource Management*, 2(1), 16-29.

Azfar O., Kahohonen S., Meagher P. (2001). Conditions for effective decentralization governance: *A synthesis of research findings*. IRIS Center, University of Maryland, Working Paper No. 256.

Balogun, M. J. (2003). *Performance management and agency governance for Africa development: The search for common cause on excellence in the public service*. Addis Ababa: UNCEA

Barney, J.B. (1991), (2001),"Organizational Culture; can it be a source of Sustained Competitive advantage"? *Academy of Management Review*, 11, 802-835.

Barber, A. E. (1998). *Recruiting employees: Individual and organizational perspectives.* Thousand Oaks, CA: Sage Publication

Becker, Gary (1964). *Human Capital.* Chicago: The University of Chicago Press.

Best, J. & Kahn, V. (2008).*Research in Education.* Boston: Alyn and Bacon

Boxall, P&Purcell. P,, (2008).*Strategy and Human Resource Management,* Bristol: Palgrave.

Calamai L. (2009). The link between devolution and regional disparities: Evidence from Italian regions*, Environment and Planning,* (41) 1129 – 1151

Chatman, and Caldwell D. M., (1991). "People and organizational culture: A Q-sort approach to assessing person-organization fit." *Academy of Management Journal*, (34) (in press).

Cloete, JJN. (2007).Personnel administration and management: Pretoria: VanSchaik

Chukwu B.I. & Igwe A. A. 2012. Effect of Selection Process on Organizational Performance in the Brewery Industry of Southern Nigeria. *European Journal of Business and Management,* 4: (14). [www.iiste.org].

Dan Remenyi, Brian Williams, Arthur Money and Ethne Swartz (1998) *Doing Research in Business and Management, (1st ed.),* London: SAGE Publications, pp.227 -239.

D'Arcimoles, C.H. (1997) "Human Resource Policies and Company Performance: A Quantitative Approach Using Panel Data", *Organization Studies*, 18(5), 857-   874.

Delery, J. E. and Doty. D. H. (1996), Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configuration Performance Predictions, *Academy of Management Journal.* 39, 802-835.

Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do share values matter. *Journal of Vocational Behavior*, 55, 254–275.

Haslinda, A. (2009). Evolving terms of human resource management and development. *The Journal of International Social Research*, 2(9), 180-186.

Healy, P. (2001). Training and public sector reform: an integrated approach, *Public administration and Development*,. 21 (4), 309-19

Hitt M. A., Camp S. M, and Sexton D. L. (2001). No Integrating entrepreneurship and strategic management actions to create firm wealth. *Academy of/ Management Executive*, 15, ff. Duane Ireland,

Jensen. A,E., (2010). *Planning for Performance – Develop your staff to work at their highest level of Licensure*. Retrieved from www.transformed.com

John, B and Jeffrey. (2000, 3rd ED) Human Resource Management and Practices: Great Britain.

Judge, T. A. & Ferris, G. R. (1992). The elusive criterion of fit in human resources staffing decisions. *Human Resource Planning*, 5, 47-67.

Ikwesi, P. (2010). *The effects of recruitment and selection procedures on the efficiency of the public service in Nigeria: A case study of Oshimili South Local Government of Delta State.* Unpublished Master's Thesis, Department of Public Administration and Local Government, University of Nigeria, Nsukka.

Katou, A. A., Budhwar, P. S., & Patel, C. (2014). Content vs. process in the HRM-performance relationship: An empirical examination. *Human Resource Management*, 53(4), 527-544.

Kelly, D. (2006), *Human Resource Development: For Enterprise and Human Development*, http://ro.uow.edu.au/artspapers/114.

Keya, S.O, Makau B.F, Mani, J., Omari, (1989). I.*M. Guidelines For The formulation Of Research Project Proposals*, IDRC and NCST.

Muraga, K.D (2015). *"Strategic Human Resource Management and Performance of Parastatals in Kenya"* Unpublished PhD Thesis, Kenyatta University.

Ofori, D. & Aryeetey, M., (2011). Recruitment and selection practices in small and medium enterprises: Perspectives from Ghana, *International Journal of Business Administration*. 2 (3), 45-60.

Olowu, D. and Adamolekun, L. (2005). *"Human Resources Management." In L. Adamolekun (ed) Public Administration in Africa: Main Issues and Selected Country Studies.* Ibadan: Spectrum Books.

Olutanji, E. S. & Ugoji I. E., (2013).Impact of Personal Recruitment on Organizational Development: A Survey of Selected Nigerian Workplace, *International Journal of Business Administration*,4, (2).

Omisore, B. O. Okofu, B. I. (2014). *Staff Recruitment and Selection Process in the Nigerian*

Onah, F.O. (2003). *Human Resource Management;* Nsukka: Fulladu Publishing Company.

Onchari R., Iravo M., Munene, C. E. (2014). Effect of Recruitment Strategies of Employees on Service Delivery in Local Authorities in Kenya: A Case of Nyamira County, Kenya. *IOSR Journal of Business and Management* (IOSR-JBM), 16 (4), 42-46

O'Reilly, C. A., Chatman, J. A. and Caldwell, D. F. (1991). `People and organizational culture: A pro®le comparison approach to assessing person±organization ®t', *Academy of Management Journal,* 34, 487±516.

Orodho, J.A. (2005). *Techniques of writing research proposals and reports in education and social sciences.* Nairobi: Masola publishers

Otele, O. M (2013) *Human Resource Management (HRM) at Sub-National Level: Constraints and Contradictions in Kenyan Counties*, Proceedings of the 5th AIBUMA conference, University of Nairobi.

Omollo, W.N., Oginda, N.M., and Osoo, Y.W. (2014). Effect of Recruitment and Selection of Employees on the Performance of SMEs in Kisumu Municipality, Kenya, *International Journal of HR Studies*, 2, (3).

Paauwe, J. (2009), HRM and performance: Achievements, methodological issues and prospects. *Journal of Management Studies*, 46(1), 129–142.

Penrose, E. T. (1959). *The Theory of the Growth of the Firm.* New York: John Wiley.

Poole, M. (1986) *Towards a New Industrial Democracy workers' Participation in industry*, London, Routledge &Kegan Paul.

Posner, G.J.& Strike, K.A.,. (1992). A revisionist theory of conceptual change. In R.Duschl & R. Hamilton (eds.), *Philosophy of science, cognitive psychology, and educational theory and practice* (pp. 147-176). Albany, NY: SUNY Press.

Powell G N.(1998). Reinforcing and extending today's organizations: *The simultaneous pursuit of Person-organization fit and diversity Organizational Dynamics* 26 (3), 2-77.

Profiroiu, M., Profiroiu, A.:"Cadrul de analiza a performantelor sectorului public" ("The analysis of public sector performances"), *In Economie teoretica si aplicata*, pp. 44-47.

Rehman, M. S. (2011). Exploring the impact of human resource management on organizational performance: a study of public sector organizations. *Journal of Business Studies Quarterly* 2(4). Pp.1-16.

Reichheld, F.F. & Sasser, W.E. (1990) "Zero defections: quality comes to services," *Harvard Business, Review*, 68, 105-111.

Robert Y. Cavana, Brian L, Delahaye and Uma Sekouran (2001) *Applied Business Research: Qualitative and Quantitative Methods (1st ed.)* Australia: John Wiley and Sons Australia Ltd, pp21-26.

Robert, G. (2005). *Recruitment and selection.* London: Institute of Personnel Development Publishers.

Scholz, C. (2007) Human capital management – a long and winding road, German, *Journal of*

Human Resource Research, 21(3), 203-205.

Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40, 437–453.

Sparrow P.R. Budhwar, P.S. &. 2002. An integrative framework for understanding cross national human resource management practices. *Human Resource Management Review*, 12: 377–403.

Siaya County Government (2013) *Siaya County Integrated Development Plan 2013-2017*. Department of Finance Planning and Vision 2030, Siaya

Siddiquee, N. A. 2003, Human Resource Management in Bangladesh Civil Service: Constraints and Contradictions, *International Journal of Public Administration*, 26 (1), 1 -10.

Sinha, V. & Thaly, P. (2013). A review on changing trend of recruitment practice to enhance the quality of hiring in global organizations. *Management* 18(2), 141-156.

Swanepoel, B, Erasmus, B, Van Wyk, M&Schenk, H. (2008*). African human resource management theory and practice.* Cape Town: Juta.

Teicher, J., Hughes, O. & Dow, N. (2002) *E-government: a new route to public service quality*

Terpstra, D. E., and Rozell, Elizabeth J., (1993). The Relationship of Staffing Practices to Organizational Level Measures of Performance, *Personnel Psychology*, 46, 27–48.

Tziner, A. (1987). Congruency issue related to using Fineman's achievement climate notion. *Journal of Social Behavior and Personality*, 2, 63-78.

The Economic and Social Research Council (ESRC) Six key Principles of Ethical Research; http:/www.esrc.ac.uk/_ images/framework for _Research_ Ethics _tcm 8_4586. Pdf. *Managing Service Quality*, 12(6), p. 384-93

Underwood, M. (2004), *the Likert Scale, in Communication Studies,* Cultural Studies, Media Studies (CMMS).

Walker, James (2009), *Human Resource Planning,* New York: McGraw-Hill Book Co., P95.

Wiesmann U, Kiteme B, Mwangi Z. 2014. *Socio-Economic Atlas of Kenya: Depicting the National Population Census by County and Sub-Location.* Nairobi, Nanyuki, Bern: KNBS, CETRAD, CDE.

Wright, P., Dunford, B., & Snell, S. (2001). Human resources and the resource-based view of the firm. *Journal of Management*, 6, 701–721.

Wright, P.M. and Gardner, T.M. (2002). `*Theoretical and empirical challenges in studying the HR practice ± ®rm performance relationship' in The New Workplace: A Guide to the Human Impact of Modern Working Practices.* D. Holman, T. Wall, C. Clegg, P. Sparrow and A. Howard (eds). Chichester: John Wiley and Sons.

Zia-ur-Rehman, M., Faisal, H., Khan, R. A., (2015). In Public Sector Organizations, how the Performance of Employees is influenced by the HR Practices - Analyzing the Perspective. *Journal of Managerial Sciences*. 9 (1), 14-17

Authors seeking to publish with an International Peer Reviewed Journal should consider [www.ijcab.org](#) by writing to the Editor at [editor@ijcab.org.](#) List of our Journals are Available at [www.ijcab.org/journals](#)