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Brian Mamboleo Ongere & Anne Muchemi, 2024, 10(3): 67-83

Effect of Performance Management on Quality Service Delivery of National Government Administration Offices, Nakuru County, Kenya

Brian Mamboleo Ongere
MPPA candidate, Department of Public Policy and Administration Kenyatta University
Email : brianongere@gmail.com

Dr. Anne Muchemi
Department of Business Administration School of Business, Economics & Tourism
Kenyatta University
Email: muchemi.anne@ku.ac.ke

ABSTRACT

Despite the National Government Administrative Officers of Kenya making diligent efforts to address dissatisfaction with public services by revising their performance contracting policy, these attempts have consistently fallen short of meeting public expectations. The specific objective outlined below formed the basis of this research project: assessing the influence of performance management on quality service delivery of national government administration offices, Nakuru County Kenya. The Resource-Based View theory and SERVQUAL Model were the theories used in this study. This study used descriptive research approach. The 111 National Government Administration officers in Nakuru County were target population for this study. The research employed census technique in order to incorporate all individuals of the target group. Data collection was done using questionnaires, and the information obtained was quantitative in nature. The piloting process aided in enhancing the validity of the study instrument by identifying potentially confusing components and refining them. Cronbach's Alpha was utilized as an indicator of internal consistency. A pilot study was conducted in Nyamira County. A dependability threshold of values greater than 0.7 was employed. The data collected was predominantly quantitative in nature. The analysis of the quantitative data was performed using SPSS version 25 (Statistical Package for Social Sciences). The study encompassed both descriptive and inferential statistical techniques. Descriptive statistics involved the use of percentages, frequencies, measures of central tendency (mean), and measures of dispersion (standard deviation). The analysis of the study revealed a positive correlation between performance management and the quality service delivery of national government administration offices, Nakuru County Kenya with a Pearson correlation coefficient of r = 0.006 and a significance value of 0.959. Furthermore, a positive relationship was found between the effect of career development on quality service delivery of national government administration offices at Nakuru County, Kenya, with a correlation coefficient of r = 0.141 and a significance value of 0.205. Furthermore, a significant association was noted between effect of training on quality service delivery of national government administration offices Nakuru County Kenya (r = 0.332, sig-value = 0.002). Finally, there was a positive correlation between the effects of compensation on quality service delivery of national government administration offices Nakuru County Kenya (r = 0.248, sig-value = 0.024). Based on the findings, several conclusions were drawn: that majority of respondents believe that process inefficiencies can

be identified by considering employee views on the accuracy and fairness of performance management procedures. The adoption of 360-degree feedback for performance monitoring might not effectively cover all essential components of an efficient performance. management system. The study concluded that the assertion that on-the-job training programs are more likely to enhance employee capability suggests that practical, hands-on learning experiences contribute significantly to skill development. This type of training is considered more effective compared to theoretical or classroom-based approaches. The study recommends that a similar study to be done on the influence of human resource policies on service delivery in Kenya. This study recommends that other researchers should explore on other sustainable Human Resource Management practices that can influence performance of organizations in the public service sector. Future studies could also explore the relative importance of human resources management practices across East African countries.

Keywords: Performance Management, Quality Service Delivery, training, National Government Administration Offices and skill development

INTRODUCTION

BACKGROUND OF THE STUDY

According to Caliskan (2020), Kenya's 2030 Vision, a comprehensive development plan unveiled in 2008, aims to make the country affluent, stable, and home to a high standard of living by 2030. The vision describes a results-driven, citizen-centered public sector that can assist a developing economy and society. A sequence of five-year Medium-Term Plans (MTPs) is used to implement the national development plan. As noted by George Mucai Mbugua (2017), Kenya's most recent long-term plan, Vision 2030, is being implemented as part of the First Medium-Term Plan. In addition, the government adopted a human resource transformation strategy during the second Medium-Term Plan (2013–2017) in an effort to foster a highly dedicated workforce and a government that is considerably more productive and efficient while maintaining moral principles and high standards.

The official adoption of Kenya's constitution on August 27, 2010, created a fragmented administrative system that required significant adjustments to the public sector's handling of human resources (Turner, 2018). The difficulty of managing succession within the Kenyan public service was made worse by the creation of the central government, the growth of county governments, statutory commissions, and autonomous offices (Ministry of Public Service Youth and Gender Affairs, 2018).

In the modern public sector of the twenty-first century, the adoption of effective HRM strategies is imperative for delivering quality services. According to Boselie (2019), significant global transformations are taking place in the realm of HRM practices within the public sector. These groundbreaking advancements in public service delivery can largely be attributed to the forces of globalization and the wide array of public service offerings. Knies (2018) underscores the pivotal role that human resources play in enabling governmental organizations to serve their constituents. Given that a company's human resource plans and objectives are brought to fruition through the actions of its personnel, human resource

practices serve as the foundational cornerstone for all management operations within the organization.

In Kenya and throughout the rest of Africa, HRM is still not widely accepted. Functional departments continue to take precedence over the integration of complete systems and departments in many firms in this field. State-owned companies, particularly in Kenya, tend to underperform because the majority of human resources and human resource management choices are typically determined by high-ranking executives, such as general managers and CEOs. HR managers worldwide are becoming more and more aware that Human Resource Management involves more areas of business and management and goes beyond more conventional and classical domains. However, in Kenya, the importance of effective HR is often overlooked, leading to increasing employee dissatisfaction within many state corporations, where employees play a pivotal role (Waweru, 2018).

Although the term "performance management" has several definitions, it essentially refers to the continuous process of identifying, assessing, and improving an organization's performance via the alignment of individual goals and performance with the organization's overarching purpose, goals, and objectives (Aguinis, 2018). Through enhancing organizational procedures and raising general performance, performance management brings value to the company (Puhakka, 2018). Sensitive to shifts in the organization's internal and external environment, effective performance management processes and initiatives must periodically examine, refocus, and reprioritize internal objectives when substantial changes take place. This ensures ongoing alignment between internal objectives and the critical aspects of the organization. The use of performance management initiatives has proven effective in enhancing service delivery in both public enterprises and government departments.

Improving the effectiveness of public service delivery to residents is essential for improving service delivery within a county (Makanyenza, Kwandayi, and Ikobe, 2019). According to World Bank research of 2019, the difficulties that the present-day countries confront call for the establishment of more effective service systems that can deal with problems in a timely and effective manner. In his research on how to enhance local government service delivery, Odalonu (2021) failed to specify which particular operational domains had an impact on service delivery. They neglected to discuss operational tactics that may improve service delivery in a meaningful way.

The Public Service is defined as all officers who work inside a State Organ and are not State officers, as per the 2010 Kenyan Constitution. This comprises governmental offices that do tasks, whether for profit or not, on behalf of the federal, state, or local governments. The fundamental objective of public service is to achieve national development goals, which are generally focused with enhancing residents' well-being rather than creating profits. The Public Service Commission of Kenya (PSCK) is the agency responsible for the oversight of the Kenyan public service, as specified by Article 233 of the Kenyan constitution. The Public Service Commission Act, No. 13 of 2012, contains further information on the Public Service Commission's power, tasks, and administration.

The Kenya National Government Administration department is located within the Ministry of Interior and National Government Coordination, serving as its overseeing institution. This department has its origins in the Provincial Administration department, with its roots tracing back to the colonial era. The Provincial Administration was initially established by colonial authorities to oversee local committees, facilitate government field operations, and serve as the local-level representation of administrative authority (Oyugi, 2019).

STATEMENT OF THE PROBLEM

Administrations have made structural as well as administrative changes to improve public service delivery, aiming to cut public spending, remove bureaucratic hurdles, and enhance public perception (Cameron, 2019). Despite these efforts, research shows that public dissatisfaction with service delivery remains high (Aligula & Gachanja, 2021). For instance, Mitulla (2016) found that 53% of Kenyans are dissatisfied with the services they receive, indicating issues even within government-owned enterprises.

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

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

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

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

OBJECTIVES OF THE STUDY

The general purpose of the study was to establish effect of performance management on quality service delivery of National Government Administration Offices, Nakuru County Kenya. However, the specific objective of the study was to establish the effect of performance management on quality service delivery of National Government Administration Offices, Nakuru County Kenya.

RESEARCH HYPOTHESIS

Ho1: Performance management has no statistically significant effect on quality service delivery of national government administration offices Nakuru County Kenya.

LITERATURE REVIEW

EMPIRICAL LITERATURE REVIEW

A study carried out in India by Sharma, N., Sharma, T., & Agarwal (2016) aimed to find out how public sector workers felt about a performance management system's efficacy. The study focused on two key elements of the system: the fairness and correctness of the procedure as seen by the employees. The study's conclusions showed that organizations can use appraisee feedback to enhance performance management and increase its efficacy, and that employees' perceptions of the process's accuracy and fairness can be useful indicators of inefficiencies in the process. It should be remembered, nevertheless, that this study was conducted in a separate country and might not immediately relate to the present.

In order to evaluate the potential advantages of an efficient Results-Based Management System—of which performance management is a crucial component—for improving public sector service delivery, Zvavahera (2017) carried out study in Zimbabwe. The study focused on four ministries and employed a mixed method approach that includes surveys, oral interviews, and document analysis. According to the report, performance management in the public sector is fundamentally ineffective and frequently leaves out key components of a successful system. The sporadic non-provision of employee performance appraisals by government agencies for the purpose of enacting incentives is one prominent example, which results in the intended beneficiaries not getting the anticipated benefits for their exceptional performance. Similar to the present study, this research centers on the influence of an effective Results-Based Management System on improving service delivery within Zimbabwe's public sector.

Ahenkan, Tenakwah, and Bawole (2016) studied the Sefwi Wiawso Municipal Assembly's performance management (PM) in Ghana, concentrating on the difficulties the assembly had in putting its PM System (PMS) into practice. Using a case study methodology, the researchers interviewed carefully chosen department heads and staff members to gather data.

The gathered data was subjected to qualitative examination. The study discovered that the assembly's PM strategies were ineffective for a variety of reasons, including poor communication, a lack of management commitment, a lack of training and ability to set clear objectives, a lack of an efficient system for rewarding good performance, a lack of funding for PMS implementation, and a lack of resources for strategy integration. A significant constraint of the research was its emphasis on recognizing obstacles rather than exploring the matter of process effectiveness. This study, on the other hand, will focus on investigating how HRM practices affect national government administration offices' service delivery quality.

In 2015, Korir, Rotich, and Bengat looked at performance management (PM) and how it affected Kenyan service providers. The study made an effort to clarify the part that service delivery charters and performance contracts (PC) play in enhancing public sector service delivery in accordance with public sector reforms. The paper suggests that integrating project management into broader management approaches is necessary to enhance the efficiency of public sector service delivery. However, the study had some drawbacks, such as its exclusive reliance on secondary data obtained through content analysis. Furthermore, it did not go into great detail to determine if the Kenyan Public Service's present PM techniques were increasing public service performance as promised. It's worth noting that Kenya implemented Performance Management in 2003 and had widely adopted the practice by the 2006/2007 Financial Year. However, concerns about its efficacy still exist, especially in light of recent debates over the replacement of public employees' permanent and pensionable employment terms with performance-based renewable contracts. In contrast, the major focus of this study will be gathering primary data.

After several decades of implementation, Mutua (2019) contends that it is time to evaluate the efficacy and efficiency of performance management in Kenyan public institutions. Performance management in Kenya has been questioned by certain critics and public officials since performance reviews serve mainly as documentation tools with little real-world applications. But it's crucial to remember that the current study's focus is different from these viewpoints and settings, so it's not instantly applicable.

THEORETICAL REVIEW

This study was built around the concept of the Resource-Based View and SERVQUAL Model

Resource-Based View theory

The Resource-Based View (RBV) theory is based on the work of Penrose (1959). This method has also been improved by Dierickx and Cool (1989), Barney (1996), Rumelt (1984), and Wernerfelt (1984). These days, scholars that research Human Resource Management (SHRM) mostly use the RBV theory (Wright, Dunford, & Snell, 2001). Barney (1991) asserts that by combining and employing its organizational, human, and physical resources in distinctive ways that make them difficult for competitors to replicate, a corporation may gain a competitive edge in addition to resources. According to the resource-based concept, an organization's internal resources provide it a competitive edge (Wernerfelt, 2004).

The relationship between strategy, organizational performance, and internal resources is crucial, and this is highlighted by the Resource-Based View (RBV). It emphasizes the value of developing human capital rather than just lining up human resources to meet short-term goals in order to gain a long-term competitive advantage (Torrington, 2005). This viewpoint is different from previous conceptions of strategy, which mainly addressed the external environment, which included things like rivals, market dynamics, and customers (Miles and Snow, 2004; Porter, 2005). A theoretical framework for understanding how human resources might improve an organization's performance and competitive advantage is provided by the RBV.

As per the findings of Wright, McMahan, and McWilliams (2004), the essential factors for gaining a competitive advantage involve possessing resources that are valuable, rare, unique, and non-replicable. Among these resources, human resources play a pivotal role in conferring a competitive advantage to a company. When viewed from this perspective, HR practices or processes can be readily duplicated by other firms, meeting the criteria set forth by Barney (1991), which are primarily met through the knowledge, skills, and competencies held by a company's personnel.

As stated by Boxall (1996) and cited by Armstrong (2010), the strategic aim arising from the resource-based perspective is to "cultivate organizations that outshine their competitors in intelligence and adaptability" through the recruitment and cultivation of a more skilled workforce. Consequently, the resource-based strategy seeks to enhance the human or intellectual capital of the organization. The resource-based view (RBV) has long recognized the potential role of HR as an asset within the organization (Wright & McMahan, 1992, as mentioned in Ologbo, et al., 2012). The notion that businesses can attain above-average financial performance and competitive advantage by leveraging unique and valuable internal resources makes a compelling case for the significance of HR. While the RBV prioritizes the identification of pre-existing strategic resources over the creation of new ones, this integration often centers around the distinctive attributes of individual employees.

Critics of the Resource-Based View (RBV) argue that simply possessing exceptional and unique resources are insufficient to ensure effective human resource management, unless it is coupled with perceptive managerial judgment and ethical HR practices. As noted by Rose et al. (2010), and as exemplified by Priem and Butler (2001), the key elements encompassed in the conceptualization of resources and their role in gaining a competitive advantage encompass capital, assets, brand names, technology, skilled labor, machinery, efficient processes, knowledge, and value (494). Odero (2013) supports a similar perspective, contending that resources hold significance only when they have the potential to create value, which can be achieved by focusing on the market. Despite these criticisms, it is important to acknowledge that the Resource-Based View (RBV) has made a valuable contribution by highlighting the significance of resource management, including Human Resource Management (HRM), in the corporate realm. Additionally, RBV has shifted the emphasis in management theory from external to internal factors. The Resource-Based Theory is a fitting framework for this study, as the National Government Administration must optimize all its resources, encompassing performance management, career development, training, and staff compensation, to provide high-quality services.

SERVQUAL (Service Quality) Model

This paradigm forms the basis of the current investigation. The initial version of the SERVQUAL model, also called PZB, was created through focus group sessions and was created by Parasuraman, Zeithaml, and Berry (1985). Based on the standards used to evaluate client experiences, they identified eleven service delivery characteristics. Tangible quality, dependability, responsiveness, competence, accessibility, courtesy, communication, trustworthiness, security, and understanding are all included in these 10 components of service quality. SERVQUAL is a multi-dimensional measure created by Parasuraman (1994) to determine how consumers feel about the quality of services in retail and service delivery organizations. The theory of service quality consists of five key components: tangibles, assurance, responsiveness, empathy, and reliability.

SERVQUAL requires respondents to provide information about both their expectations and perceptions, characterizing service quality as the discrepancy between a customer's expectations for a service offering and their impression of the service obtained (Parasuraman, 1994). The SERVQUAL measure is an attitudinal assessment that is linked to satisfaction but distinct from it since it relies on perceptions of received services rather than actual service delivery (Parasuraman et al., 1994). Several changes were made to the SERVQUAL measure by Parasuraman et al. (1994) in order to solve problems with large means and standard deviations observed in some questions and to get a clear indicator of how important each component is to the client.

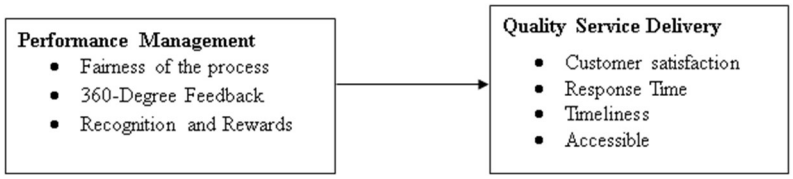
The expectancy-disconfirmation paradigm, on which SERVQUAL is based, states that the degree to which customers' pre-consumption assumptions about quality are validated or invalidated by their real impression of the service encounter is how service quality is defined. The service quality model serves as the foundation for the conceptual framework that guided the construction of the scale. The general resilience of this instrument has been demonstrated by its widespread application in many cultural contexts and well-established validity. In the sphere of service quality, it has emerged as the most often used measuring tool. Although SERVQUAL is widely used and has several context-specific uses, scholars have criticized it.

Companies need to understand service quality and customer happiness as core principles in order to stay competitive and promote expansion. To better understand and address the demands of their customers, firms must be able to measure these structures from the consumer's point of view. Because it promotes higher customer happiness, profitability, cost savings, client loyalty, and retention, service quality is considered crucial. This model is relevant to the research because it will be used to evaluate the kind and degree of service delivery that may lead to increased customer satisfaction. Increased customer satisfaction guarantees recurring business and a larger clientele. The RATER model's components—reliability, assurance, tangibles, empathy, and responsiveness—are all included in service quality (Seyed, 2015). The model is also relevant as it will be applied in national government administration offices to evaluate human resource management practices' impact on quality service delivery.

C. CONCEPTUAL FRAMEWORK

This is the process of taking a concept or construct and refining it by giving it a conceptual or theoretical definition. It defines the relationship between two variables in the study.

Independent Variables **Dependent Variable**



RESEARCH METHODOLOGY

RESEARCH DESIGN

The term "research design" encompasses the overarching approach a particular study aims to employ when it comes to gathering, analyzing, and interpreting data (De Vaus, 2011). In this research study, a descriptive research design was utilized. This design primarily focuses on investigating the current state of the research phenomenon and elucidating the existing aspects related to the research variables (Creswell, 2013). Moreover, it necessitates the observation of variables in their unaltered, natural state. This methodology aligns with the study's primary aim of evaluating the impact of human resource management strategies on the quality-of-service delivery in national government administration. Notably, the descriptive design is not only more fitting for the study's goals but also offers practicality, efficiency, and cost-effectiveness when contrasted with alternative designs, as it obviates the need for manipulating variables or gathering data from the same participants at multiple time intervals.

TARGET POPULATION

Novikov and Novikov (2013) and Ritchie, Lewis, Nicholls, and Ormston (2013) both contend that the population is defined as the aggregate of units or objects that exhibit similar characteristics and can be sampled to draw conclusions pertaining to a specific research question. The 111 national government administration officers in Nakuru County are the target population for this study. 1 county commissioner, 11 deputy county commissioners, 75 assistant county commissioners, and 24 senior leaders make up this group. These people were chosen for the study because of their particular knowledge and capacity to supply the necessary precise data. The target population's distribution is shown in the table below

SAMPLING DESIGN

The research employed census technique to encompass the entire target population. As described by Mugenda (2003), census is a sampling method that encompasses every member or item of the population. A census is conducted with clear and specific objectives in mind. Consequently, the researcher included all 111 administration officers in Nakuru County in this study.

DATA COLLECTION INSTRUMENTS AND PROCEDURE

Self-administered questionnaires were used for primary data collection. These surveys were designed in an organized manner and included closed-ended questions as well as a full list of probable responses from which respondents can choose. The goal of delivering these questionnaires is to examine the selected employees' thoughts and opinions on the study's objectives. Because of the technical complexity of the scale items and the need to examine the dependability of participant replies, this technique is best suited. Respondents were given four days to complete the surveys, giving them plenty of opportunity to properly study the questions at their leisure before the questionnaires are collected.

DATA ANALYSIS AND PRESENTATION

The data obtained included both quantitative and qualitative factors. Content analysis was utilized to conduct qualitative research, which subsequently was presented in the form of themes and narratives. Quantitative data was assessed using SPSS version 25, the Statistical Package for Social Sciences. Both descriptive statistics and multiple regression analysis were used in the analysis. Percentages, frequencies, measurements of dispersion (standard deviation), and measures of central tendency (mean) are examples of descriptive statistics were used to present data. The researcher used inferential statistics to find correlations between the variables. The study's conclusions were presented as tables and narratives. To assess the associations between variables, inferential statistics were utilized. The subsequent multivariate regression model was employed for this purpose:

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

FINDINGS AND DISCUSSIONS

A. RESPONSE RATE

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

To this effect, 111 questionnaires were issued out of which 83 were fully completed representing 75% response rate. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated as very good. This response was therefore rated as very good for the study

B. Performance Management

The researcher sought to determine level of agreement on effect of performance management on quality service delivery of national government administration offices, Nakuru County Kenya.

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

From the findings, majority of the respondents agreed with a (mean = 4.000; std = 1.240) that Process inefficiencies can be identified with the help of employee views of the accuracy and fairness of performance management procedures in addition majority of respondents were in agreement with (mean =.4.084; std = 1.073) that when adopting 360-degree feedback for performance monitoring, the majority of the essential components of an effective performance management system are disregarded. Majority of the respondents agreed that performance management strategies in the institution can be enhanced by effective communication (mean = 4.193; std = 1.109). Additionally, majority of respondents (mean = 4.409; std= 0.541) agreed that to improve efficient service delivery in the public sector, performance management has to be integrated into broader management processes. The study also indicated that majority of the respondents (mean = 3.903; std= 1.164) agreed that the employee recognition and reward ensure that employee are motivated and hence effective in service delivery. The findings agree with Ahenkan, Tenakwah, and Bawole (2016) studied who found that the assembly's performance management strategies were ineffective for a variety of reasons, including poor communication, a lack of management commitment, a lack of training and ability to set clear objectives, a lack of an efficient system for rewarding good performance, a lack of funding for performance management strategies implementation, and a lack of resources for strategy integration. This agrees with Wakonyo, E., & Muchemi, A. (2020). The findings indicate that employee involvement has a significant positive effect on performance of the National Police Service in Uasin Gishu, effective communication has a significant positive effect on performance of the National Police Service in Uasin Gishu and senior management support has a significant positive effect on performance of the National Police Service in Uasin Gishu County.

C.MULTIPLE REGRESSION ANALYSIS

Model Summary

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

The R-Squared is the proportion of variance in the dependent variable which can be explained by the independent variables. The R-squared in this study was 0.572, which shows that the four independent variables (performance management, career development, training and compensation) can explain 57.2% effect of quality service delivery of national government administration offices Nakuru County Kenya while other factors explain 42.8%

ANOVA[a]

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

a. Dependent Variable: service delivery
b. Predictors: (Constant), Compensation, Performance management, Training, Career development

The analysis of variance in this study was used to determine whether the model is a good fit for the data. From the findings, the p-value was 0.001 which is less than 0.05 and hence the model is good in predicting how the four independent variables performance management, career development, training and compensation (y) affect quality service delivery of national government administration offices Nakuru County Kenya, the F-calculated (5.046) was more than the F-critical which shows that the model was fit in predicting the influence of the independent variables on the dependent variable.

Regression Coefficients[a]

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.312	.939		7.790	.000
	Performance management	.021	.127	.016	.163	.009

a. Dependent Variable: service delivery

CONCLUSION AND RECOMMENDATIONS OF THE STUDY

CONCLUSION

Based on the findings, several conclusions can be drawn: that majority of respondents believe that process inefficiencies can be identified by considering employee views on the accuracy and fairness of performance management procedures. The adoption of 360-degree feedback for performance monitoring might not effectively cover all essential components of an efficient performance management system. This implies that organizations need to carefully consider and address gaps in their performance monitoring strategies when incorporating 360-degree feedback. Effective communication is identified as a key factor in enhancing performance management strategies. This highlights the importance of clear and transparent communication in ensuring that performance expectations and feedback are effectively conveyed throughout the organization. Efficient service delivery in the public sector is linked to the integration of performance management into broader management processes. This suggests that a holistic approach, incorporating performance management into overall organizational strategies, is essential for optimizing public sector service delivery. Employee recognition and reward are emphasized as crucial elements for employee motivation, leading to effective service delivery. This implies that acknowledging and rewarding employees for their contributions positively impact their motivation levels, potentially improving overall organizational performance.

RECOMMENDATIONS

The study recommends that the government should implement mechanisms to regularly gather and consider employee views on the accuracy and fairness of performance management procedures. While adopting 360-degree feedback for performance monitoring, identify and address gaps in coverage to ensure that all essential components of an efficient performance management system are adequately considered. Develop and implement clear communication strategies to ensure that performance expectations and feedback are transparently conveyed throughout the organization. Establish and promote employee recognition programs to acknowledge and reward outstanding contributions. Ensure that recognition and reward systems are transparent, fair, and aligned with organizational values to positively impact employee motivation and, consequently, overall organizational performance.

SUGGESTIONS FOR FURTHER RESEARCH

The study recommends that a similar study to be done on the influence of human resource policies on service delivery in Kenya. This study recommends that other researchers should explore on other sustainable Human Resource Management practices that can influence performance of organizations in the public service sector. Future studies could also explore the relative importance of human resources management practices across East African countries.

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