

**A STUDY ON THE INFLUENCE OF STRATEGIC HUMAN RESOURCE AND  
ORGANIZATIONAL CAPACITY BUILDING ON PERFORMANCE IMPROVEMENT  
OF PUBLIC SERVICE DELIVERY IN NAKURU COUNTY-KENYA**

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**ABSTRACT** *The study will seek to examine the influence of strategic human resource and organizational capacity building on performance improvement of public service delivery in the departments of the registration of persons Nakuru County (Kenya) using the 2012-2013 performance improvement service delivery period as the baseline. The said departments include registration of births which issues birth certificates, registration of persons which issues national identity cards and registration of refugees which registers political asylum seekers. Nakuru County comprises of 9 sub counties thus- Nakuru Sub County, Njoro, Molo, Subukia, Nakuru North, Kuresoi, Rongai, Gilgil and Naivasha. The study has been prompted to be carried out due to reported incidents of low registration coverage in the issuance of Kenyan National Identification documents in the said county as pointed out by the (2012-2013) county annual registration performance reports which recorded less than 100% coverage contrary to the projected and expected achievement of 100%. The objectives of the study will be to: examine strategies put in place focusing on performance improvement of public service delivery, investigate on types of human resource capacity building advanced aiming at performance improvement of public service delivery, find out the influence of human resource and organizational capacity building on performance improvement of public service delivery, establish challenges and possible remedies encountered by the human resource and relevant organizations on performance improvement of public service delivery. The study will be guided by the Roseau's psychological contract theory of (1994) which stresses on mutual beliefs and expectations by employees and organizations upon the successful performance of a worker. The said theory is perceived to be advantageous in under pinning this study as compared to other related theories such as Vroom's theory of motivation (1964) because it clearly points out on the expectations of the human resource and organizations as and when they attain and achieve the projected and agreed performance targets among others being recognition, promotion and rewards to the human resource and making of profits as well as acceptance of services by the public to an organization. Descriptive survey research design*

*method targeting a population of 308 respondents and 9 sub counties will be adopted. A sample size of 50% of the same will be used through random and non probability purposeful identification techniques which for the purposes of data collection will translate to 154 respondents and 5 sub counties. Primary and secondary sources of data collection will be employed by using questionnaires as data collection instruments after testing and re-testing them in similar environmental study conditions through piloting techniques to ascertain their validity and reliability as data collection tools. Collected data will be sorted out, coded and analyzed by using descriptive statistics and Statistical Packages for Social Scientists (SPSS) then tabulated in form of frequencies and percentages. Multiple regression statistical model will be adopted to test the advanced study hypothesis thus there is no significance relationship between strategies and performance improvement on public service delivery. Study findings will be subjected to review committee and its findings made open for public information and consumption.*

**KEYWORDS:** Strategic, human resource, organizational, capacity building, performance improvement and public service delivery.

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## BACKGROUND OF THE STUDY

Effective and efficient public service delivery remains paramount role to any government of the day and various institutions all over the world. It is envisaged that public service delivery on the context of efficiency, effectiveness, completeness, inclusiveness and accountability will pave way to good governance which eventually culminates to participatory, consensus oriented, transparency, responsiveness, equitable and inclusiveness towards the management of people and their resources at all levels as pointed out by the World Bank (1993) and the UNDP policy paper No. 3(1997). To offer public services effectively and efficiently and within the parameters acceptable to all, various institutions and those in power all over the world have laid suitable and workable strategies of human resource and organizational capacity building while focusing on performance improvement on the same.

According to Goldstein (2001) and Ford (2002) strategic human resource and organizational capacity building is regarded as a tool of new public management aiming at rendering quality services to various stakeholders. The same is perceived to create an atmosphere of self confidence and alteration of workers' mindsets to work positively. The term Human Resource is oftenly used to refer to the skilled manpower required and deployed in an organization focusing on achieving its core objectives and values. UNDP (1998) defined capacity building as a combination of a country's human, scientific, technological, organizational and institutional resource capabilities which addresses and evaluates crucial policy issues and there implementations as well the same may be applied to refer to the development of human capital either at the individual or societal level in the enhancement of skills and knowledge to achieve sustainable and measureable results. Austin (1996) pointed out that Performance Improvement is a concept used to monitor whether the results obtained in an organization are aligned to its strategic goals in terms of increase and customer satisfaction in other words it refers to the attainment of a new level of performance superior to the previous one. Despite of the fact that various countries all over the world including Kenya have massively invested and put in place various strategies aiming at performance

improvement of public services, cases of inadequate and low coverage than projected in terms of quality and percentage have continuously been reported from time to time during a given service delivery period hence necessitating this study to be carried out particularly in the public service delivery offices of the registration of persons in the South Rift Region of Kenya aiming at establishing on the types and influence of the said strategies towards performance improvement on public service delivery. According to Chandler (1962), the term strategy refers to approaches identified and selected to achieve an organization's goals and objectives in the near future. While Kanter (1984) argued that strategy refers to policies that elicits present actions for the future focusing on changing the mindsets of the policy executors. On the other hand, Pearce et al (1988) stressed that strategy is an asset of decisions and actions resulting in the formulation and implementation of an organization's objectives, while Wright (2001) opined that strategy is a voyage detailing where an organization is going over the next year, how it will go there and know that it has reached there.

The principal objective of strategies is to enable those in power and service delivery institutions render quality services as pointed out and required by the ISO standards while focusing on the attainment of key millennium development goals including the eradication of extreme poverty and hunger, attainment of free universal primary education, reduction of child mortality and maternal mortality rates, empowering women and gender mainstreaming, combating HIV/AIDS, Malaria and other vulnerable diseases, maintaining global partnerships and sustaining the environment. To achieve the same as projected, suitable human resource and organizational capacity building strategies have been put in place in various public service delivery institutions focusing on political, social and economic development such as in Kenya in which such alignment is viewed as a blue print of Kenya's vision 2030 aiming at making Kenya to be a globally competitive and prosperous nation by 2030.

## LITERATURE REVIEW

This section gives a review of a brief literature touching on various strategies that have been put in place in various countries of the world including Kenya in relation to the development and capacity building of human resource and organizational capacity as paramount pillars of performance improvement of public service delivery as well as requisite conclusion on the same.

### **Types of strategies advanced**

According to the World Bank (1989) various strategies across the public sector all over the world including Kenya were introduced and put in place focusing in guiding and spearheading various human resources and service delivery organizations to offer effective, efficient, accountable and acceptable services to their clients. The same were pointed out as being necessary and gateway recovery from the shockwaves of the world economic structural adjustment program and public sector reforms of the 1980's. To overcome various economic global setbacks, different human resource and organizational strategies were put in place in guiding and rendering services differently as pointed out by Potter (1983) aiming at producing results as projected to the satisfaction of customers. In the OECD member countries, a variety of strategies were advanced in public service delivery entry points focusing on performance improvement on public service delivery (OECD 2004). As well, several African countries such as Kenya, Ghana, Nigeria, South

Africa, Uganda and more others introduced categories of strategies particularly in the human resource and service delivery institutions aiming at effective and efficient service delivery while projecting on public service delivery of the same.

As a strategy, Wood and Albanos (1993) stressed on job re-designation, suitable and workable policies, attractive salaries and involvement of employees in the decision making process in the motivation of human resource gearing towards effective service delivery and performance improvement. As a new tool of public management, Delery and Dolly (1996) stressed on organizational structures, internal career progressions, formal trainings, result based approaches, performance based compensations, job security, defined jobs and freedom of voice in an organization as paramount strategies to be adopted by any service delivery organization aiming at effective public service delivery. Same views were acknowledged by Tyson (1997) who further stressed on flexibility on strategies which must be action oriented and geared towards change management in an organization.

In 1999, the organization for economic cooperation and development (OECD) member states such as Norway, Finland, Belgium, New Zealand, Denmark, Britain, USA and more others introduced and instilled effective strategy of corporate governance within their public service civil systems projecting on an all inclusive service delivery. At the same time, the idea of performance improvement strategies were put in place and executed in various public service delivery entry points. Equally, performance improvement innovation strategies in terms of processes, products, services and methodologies of rendering the same were introduced as pointed out by Albury and Mulgan (2003).

The OECD member states in 2004 introduced high commitment and high involvement strategy in the decision making processes aiming at creating positive impact on public service delivery in terms of quality, customer satisfaction and growth. The same were achieved through effective selection, placement and training of manpower which according to Thompson (2003) increased the employees' morale and motivation at work places. High commitment strategies improved morale of public officers in terms of self commitment at work places which was realized through effective training , career progression and flexibility within the management circles as appreciated by Walton (1985).

Performance management strategies, effective human resource selection, capacity building, career progression and attractive salaries and suitable work environment were introduced in various African countries focusing on effective public service delivery. During the capital markets forum (1994) in South Africa the SADAC member states stressed on good corporate governance as a strategy of human resource and organizational capacity building in terms of public service delivery. Similarly, effective awareness policies of cooperation, in terms of transparency and ethical human behavior were adopted as strategies to enhance public service delivery. With reference to Kenya and according to the recruitment and training policy guidelines (2005), suitable human resource selections and trainings as well as organizational capacity building were introduced aiming at effective service delivery. At the same time and as a strategy, the Kenyan government increased the annual budgetary training levy from 1% to 2% aiming at training more manpower and improving service delivery organizations. The Kenyan government enacted and

introduced public officers' ethic Act as a strategy of taming mischievous officers with unacceptable work ethics in guiding them to render public services within the required and acceptable standards by all. According to the performance appraisal system (2008) and as reflected in the performance appraisal system forms (GP247A revised 2008). The Kenyan government introduced monetary rewards as a strategy in attracting and rewarding excellent public service delivery performance improvement officers, monetary reward strategies either in form of cash, pay increase, recognition and promotions were also pointed out by Thompson (2001), Brown (2005) and Armstrong (2006) as strategies towards effective service delivery. Technical awareness and the provision of adequate resources as well as the improvement on the infrastructure various service delivery institutions were introduced and implemented focusing on effective service delivery.

The public service reforms which were introduced all over the world including Kenya, paved way to the establishment of new working policies as strategies in terms of structures and particularly the introduction of service charters showing the vision, mission, core values, services rendered, requirements and timelines in relation to service delivery. During the year 2010 and November, 2013 various service delivery institutions in Kenya such as the departments of registration of Persons introduced a strategy of RRI (rapid Results Initiative) within its work force focusing on effective service delivery and performance improvement on the same.

## **RESEARCH METHODOLOGY**

### **Research design**

The study on the influence of strategic human resource and organizational capacity building on performance improvement of public service in Nakuru county-Kenya will adopt and employ descriptive survey design which according to Mugenda and Mugenda (2003) determines and reports the way things are. According to Kombo and Orodho (2002) the said design is suitable as it will collect information about people's attitudes, opinions or habits.

### **Target population of study**

According to Borg and Gall (1989) target population include but not limited to all members of a real set of people, events or objects to which a researcher wishes to generalize the outcome of the study, hence this study will target a population of 9 sub counties and 308 respondents of various cadres who are perceived to be actively involved in the delivery of public services.

### **Sample size of the study**

During the period of study, the researcher will adopt a sample size of 50% of the target population which for the purposes of this study will translate to 154 respondents and 5 service delivery sub counties. A sample size of 50% of the target population of study will be advantageous because according to Mugenda and Mugenda (2003) as well as Kothari (2012) the same will be a true representative of the entire population of study whose study findings will be dependable and generalized to the entire population of study.

### **Data collection**

Both primary and secondary sources of data will be adopted and applied accordingly. Primary sources of data will emanate from the circulation of questionnaires to be administered to the respondents whereas secondary sources will include but not limited to government records, newspapers, employees' appraisal records and other established government correspondences. Questionnaires will be used as data collection instruments because according to Brown (1985) are perceived to be advantageous while collecting information during a descriptive research study because they cover a wide area, gives freedom of expression and choice to the respondents and will be free of biasness. Before the actual period of the study, questionnaires being data collection instruments will be tested and re-tested in similar study environmental conditions to ascertain their validity and reliability in terms of correctness, fluency, flow and neatness.

### **Data analysis**

The collected data will be sorted out by removing raw data aiming at creating orderliness prior to data analysis which forms the beginning of detecting, rectifying and sorting out any error which may occur due to the mix ups of data collection, Obure (2002). Data editing will be done by perusing completed data collection instruments (questionnaires). Collected data will be coded and edited as required and thereafter processed by the Statistical Packages for Social scientists (SPSS). Data entry will be done by keying of data as per the assigned codes and final checks made for accuracy and completeness purposes. The SPSS processor will process and release results which will be expected to be qualitative in nature. According to Gray (2004) qualitative data provides effective and rich descriptions of the study findings including explanations demonstrating sequential flow of events. Collected and analyzed data will be expected to answer research study questions thus, how do strategies influence the performance improvement of public service delivery? Multiple statistical regression model will be used to test study hypothesis ( $H_0$ ) thus there is no significance influence between strategies and performance improvement of public service delivery as well as analyzing the influence of independent variables over dependent variable and will be expected to yield a statistical outcome referred to as Coefficient of Determination ( $R^2$ ) as pointed out by Mugenda and Mugenda (2003). Analyzed data will be tabulated in form of frequencies and percentages.

### **CONCLUSION**

On the strength of various strategies as a voyage of public service performance improvement and as a new tool of innovation on public service delivery, It is expected that if and when the same have been put in place and implemented fully by various and relevant stakeholders, public service delivery of any kind and nature will immensely improve as per the expectations of the consumers paving way to political, economic and social stability and development of the related stakeholders. The world is becoming a global village particularly when adopting and using technology as a strategy in service delivery. This study opines that the existing and more other public service delivery strategies be expounded focusing on changing the mindsets of human resource and organizational development aiming at rendering quality services to the public to their satisfaction being the consumers of the same and custodians of public service delivery human resource citizens scorecard.

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