



**INFLUENCE OF RESOURCING STRATEGIES ON SERVICE DELIVERY AT THE DIRECTORATE OF PERSONNEL SERVICE  
MANAGEMENT IN KENYA**

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**ABSTRACT**

*The study focused on the influence of resourcing strategies on service delivery at the Directorate of Personnel Service Management in Kenya. The study specifically focused on talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy. The theories that were used in the study were the McKinsey 7s Framework, Guest model, Vroom's Expectancy theory and Resource Based theory. The study adopted a descriptive study design in order to bring out the relationships between the variables. The target population for this research study was 662 respondents from all the Divisions of DPSM namely Human Resource Management, Human Resource Development, Management Consultancy, Performance Contracting, Public Service Transformation and Administration Support. Out of the 662, the study sampled 243 respondents. Stratified random sampling was used to sample the 243 respondents. Descriptive statistics such as, mean and frequencies and inferential statistics (regression and correlation analysis) was used to perform data analysis. A multiple linear regression analysis model was used and study findings revealed that all resourcing strategies that is talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy had a positive and significant relationship with service delivery at the Directorate of Personnel Service Management in Kenya. The study recommended that the DPSM should invest more in talent acquisition strategy practices, compensation strategy practices, employee performance management strategy practices and human capital development strategy practices as these resourcing strategy practices improve service delivery in the organization.*

**Key Words:** Talent Acquisition, Compensation, Employee Performance, Human Capital

## INTRODUCTION

A desirable public sector institution is one that offers citizen services which are of high quality and consistent with the needs of the citizens. It must also encourage growth by prudent use and management of the resource endowment with a critical focus on ways of alleviating poverty among its citizens (Alford, 2009). In the recent past, governments in various countries have redirected their attention to restructuring of the public sector in order to address problems of growing debt burdens and growing dissatisfaction of citizens (Wahida, 2016).

Albrecht, Bakker, Gruman, Macey and Sak (2015) argue that the need to perform and achieve set goals or targets are common challenges faced by organizations across the world. Some elements that are critical to understanding how organizations successfully address the challenges is found in the organization's ability to get the best out of their employees and how the achievement or under-achievement affects an organization's performance (Ait, 2011). Managements can use human resource practices to create a climate or environment for providing good customer service.

What employees experience at work - positively or negatively - motivates them to provide good or bad service; and this shapes customers' satisfaction and willingness to purchase future services (Lee 2012).

Employees are valuable assets to an organization's success and if they are to continually add value to the organization, the way these assets are used, managed and evaluated must reflect their importance (Mello, 2014). Thus, the priority for organizations that choose to strategically manage their workforce is to develop appropriate policies and practices to ensure effective management of this asset (Oduaran, 2014). Organizations that understand and correctly apply this tenet of human resources management are expected to enjoy outcomes that are highly beneficial to them, which is normally

translated as achieving valuable goals and performance outcomes (Wilton, 2016).

Razouk (2011) argues that strategies to improve the quality of the service process depend importantly on investment in human resource systems, including training in products, processes, and interaction skills; work designed to provide sufficient discretion for employees to respond to customers in a timely and effective manner; and incentives to motivate effort since positive relationship between human resource management has been previously indicated by scholars. Armstrong (2011) states that the link between human resources approaches such as resourcing strategies and service delivery have in turn indicated positive results.

Truong, Heijden and Rowley (2010) believe that if organizations are to survive and thrive in the global economy, they require world class human resource competences.

Service is defined as a product or activity that meets the needs of a user or can be applied by a user (Alford, 2009). To be effective, services should possess these attributes like: available and timely at time and space scales that the user needs. Dependable and reliable in that they need to be delivered on time to the required user specification (Mwirigi, 2013). Services should also be usable, meaning that they need to be presented in user specific formats so that the clients can fully understand; useful, meaning that they need to respond appropriately to user needs. Credible for the user to confidently apply to decision-making and responsive and flexible to the evolving user needs (Mugambi, 2013).

Haberberg and Rieple (2008) define strategy as the determination of basic long term goals of an organization and the determination of courses of actions and the allocation of resources necessary to carry out these goals. Organizations therefore put in place strategies to achieve their goals. It is a way to ensure a sustainable competitive advantage by investing the resources needed to develop key

capabilities leading to the long-term superior performance (Lin *et al.*, 2014). Organizations use strategy to deal with changing environments as it brings novel combinations of circumstances to the organization (Luoma, 2015). Awino and Mutua (2014) posit that in response to the contemporary emphasis on cost, quality service and speed, organizations have been forced to abandon conservatism for more flexible strategies. Boxall and Purcell (2008) argue that organizations must engage employees if they are to secure better service delivery.

Globally, the public has increased demand for transparency and greater accountability for resources spent and better services (Raymond, 2008). Stories of successful improvements in public service delivery through various strategies have been recorded in several countries including the United States, New Zealand, Canada and Singapore (Thomas, 2008). Drawing insight specifically from studies on public institutions in the US, (Robichau & Lynn, 2009) identified that the performance of these types of organizations appeared to be influenced via a variety of features i.e. Administrative structures, managerial tools and management values and strategies (Hill, Jones & Schilling, 2014).

During the last two decades, most African countries have embarked on comprehensive public sector reform programs, and in many cases have received assistance from international institutions. However, despite the tremendous efforts and resources that have been allocated to this endeavor, progress remains scant and less impressive (Willis, 2008). In Africa, donor demands have influenced the implementation of results-based monitoring and evaluation which has led to stimulated development of M&E practice and improved service delivery (Picciotto, 2012).

In South Africa the Department of Public Service (DPSA) summarizes specific steps to be taken by managers and supervisors within the public domain

in a bid to improve public service performance. Drawing insight from a strike perception survey commissioned by the Minister of Public Service, managers and supervisors within the public service were specifically advised to recognize and appreciate hard work and efforts of their supervisee and provide sufficient support so that they can play their role in improving internal communication (DPSA, 2010).

After the completion of Economic Recovery Strategy for Wealth and Employment Creation (ERSWE) process in 2009, the Government of Kenya (GoK) developed vision 2030 whose development agenda is to make Kenya a nation that is competitive globally and prosperous reflected by high standards of living by the year 2030. To achieve this, there is a need for effective service delivery in the public sector (Wahida, 2016). Forrer, Kee, Newcomer and Boyer (2010), argue that public sector service delivery is dictated by its orientation.

Accountability can be enforced by removing bureaucracies, rigidity and red tapes in the public sector thereby encouraging effectiveness and efficiency in service delivery leading to satisfied citizens (Waring, Currie, & Bishop, 2013). Frequent public outcry because of the limitedness of the access to government services was felt in the 1980s (Ndubai, 2016). The inadequate service delivery was caused by some notable reasons like unreasonable delays in getting desired services, corruption practices by civil servants, poor record keeping and retrieval, chronic absenteeism and poor customer care.

The Directorate of Personnel Service Management was established in the Office of the Prime Minister Vide circular No. 1 of 2 in April 1963. Following the transformation of the Office of the Prime Minister to the Office of the President, the Directorate's mandate was redefined in the presidential circular No.2 of 1964 as "responsible to the president for the day to day administration of the civil service, including coordination and planning for

Africanisation and training programs for all ministries (Ndogo, 2013).

In 1969, the Directorate of Personnel was structured into three divisions, namely; Management Services, Training and Establishment Divisions. It was later restructured and renamed the Directorate of Personnel Management (DPM) through session paper No.5 of 1974. In 1978, DPM was re-organized into: Management Consultancy Services, Manpower Development, Personnel and Administration, and Finance and Administration (DPM, 2014). During the 1980s there was increased demand for improved public service delivery occasioned by persistent decline in performance of the public sector.

This necessitated major reform initiatives to rejuvenate the public service. As part of this process, the Civil Service Reform Secretariat (CSRS) was established in 1993 as an additional division in the Directorate to spearhead reforms in the civil service (DPM, 2014). The Directorate of Personnel Service Management (DPSM) is mandated to provide strategic leadership and policy direction in human resource management and development in the public service. The increasing customer expectation, social obligations and responsibilities necessitate a continuous review of the professional services being offered by the Directorate to meet changing user needs.

### **Statement of the Problem**

Public service delivery in Kenya has over the decades faced challenges (Ndubai, 2016). The foremost obstacles to public service delivery in Kenya had been identified with inefficient exploitation and use of public resources and a largely lethargic public service. These obstacles have a direct bearing on policy and project implementation and the conduct of public servants, which in turn, affect overall performance and service delivery. The introduction of various policies for instance performance contracting as well as measurement and evaluation

has not yielded expected results (Kamara, 2016). There is hence a need to focus approach on other strategies to improve service delivery in institutions' in the public sector including resourcing strategies.

The quality assessment and service delivery improvement strategy report by the Kenya School of Government (2015) revealed low employee performance and productivity which had led to decline in the customer satisfaction level in the Kenyan Public Sector from 73% in the year 2012/2013 to 65% in the year 2014/2015. According to the Kenyan overall Citizen Satisfaction Index (CSI), the satisfaction level of citizens in the urban centers with the public service delivery in Kenya was 59.4%. The statistics also revealed that among the lowly rated public service sectors in Kenya include Water and Sanitation at 55.7%, Justice System at 56.0%, Immigration, Foreign Affairs and Home Affairs at 56.3%, and Security services at 56.3%.

Overall, the findings of the survey revealed that 66% of citizens were satisfied with fairness, equity and dignity displayed by public servants during service delivery, reception and offices (63%), staff courtesy, professionalism, knowledge and competence (61%). However, citizens indicated that they were least satisfied with the use of innovation and technology (53%) in delivery of public services, the way in which complaints were handled (57%) and accessibility, location and convenience of service delivery stations or points, and state of public facilities (57%) in service delivery (Kenyan Citizen Satisfaction Report, 2015).

Studies indicate that resourcing strategies are intended to play a critical role in the way services are delivered (Lee, 2012; Truss, et al., 2012). Organizations such as British Airways and Xerox have used human resource management strategies involving resourcing strategies for instance, selection and training to enhance successful service delivery systems and to increase customer satisfaction (Barrow, & Mosley, 2011).

These arguments therefore imply that the solution to the continuous poor performance of the public sector may rely on resourcing strategies being implemented and that formed the basis for conducting this study. The study sought to establish the influence of resourcing strategies on service delivery at the Directorate of Personnel Service Management with an aim of providing recommendations for improvement of service delivery in the sector.

### **Study Objectives**

The study sought to establish the influence of resourcing strategies on service delivery at the Directorate of Personnel Service Management in Kenya. The specific objectives were:-

- To establish the influence of talent acquisition strategy on service delivery at the Directorate of Personnel Service Management in Kenya.
- To determine the influence of compensation strategy on service delivery at the Directorate of Personnel Service Management in Kenya.
- To analyze the influence of employee performance management strategy on service delivery at the Directorate of Personnel Service Management in Kenya.
- To examine the influence of human capital development strategy on service delivery at the Directorate of Personnel Service Management in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **The McKinsey 7S Framework Model**

The McKinsey 7S Framework is a management model developed by Robert and Tom (1980) as a strategic vision for groups, to include businesses, business units, and teams.

The McKinsey 7S model involves seven independent factors which are: strategy, structure, systems, shared values, style, skills and staff (Robert & Tom, 1980). According to the model, for an organization

to perform well, these seven elements need to be aligned and mutually reinforced during strategy implementation.

The 7-S model can be used in different situations which are useful to the organization such as; determining how best to implement a proposed strategy, aligning departments and processes during a merger or acquisition and examining the likely effects of future changes within an organization. If something in the organization is not working well then it shows that there is inconsistency between some of the identified elements in the model. The model is hence used to identify the needs that should be realigned to improve performance of a firm through better strategy implementation or to maintain it when an organization is incorporating changes (Hanafizadeh & Ravasan, 2011).

The theory is relevant to the study as it highlights the link between strategy formulation, implementation and the final effect on organizational service delivery. The theory indicates that before a strategy yields the desired results on performance, it needs to be implemented well and that relies on the 7s. The model can be used to understand how the organizational elements are interrelated, and so ensure that the wider impact of changes made in one area is taken into consideration.

### **Resource Based Theory**

The approach known as Resource-Based (RBT), originated from Penrose's idea (1959). In the year 1984, Wernerfeldt (1984) suggested a link between firms' resources and competitive advantage. He viewed firms in terms of their resources rather than in terms of their product markets and developed economic tools for examining and managing the relationship between firms' resources and profitability (Robinson, 2008).

The theory argues that resources have been found to be important antecedents to products and ultimately to performance (Armstrong & Taylor,

2014). Resource may be tangible or intangible and are harnessed into strengths and weaknesses by organizations and in so doing lead to competitive advantage. The resource based theory continues to be refined and empirically tested (Bharadwaj, Saxena & Halemane, 2010). The resource based theory addresses the resources and capabilities of the firm as underlying factors of performance.

Capabilities do not depend only on firm resources: they are more than resource sets, more than a function of prior resource deployment. Capabilities govern how resources are transformed into products through firm specific organizational norms and routines; through the development, management and interchange of information and knowledge via human capital and through the creation of an organizational culture that supports the firm's global activities and derives from a collective learning process (Medcof & Song, 2013).

This theory supports the influence of human capital development strategy on service delivery.

It addresses the resources and capabilities of the firm as underlying factors of performance. The theory posits that a firm with the right capability is likely to perform better in implementing its strategies as compared to firms that don't. A proper mix of capabilities will lead to effective implementation of strategies and that leads to better service delivery.

### **Guest Model**

David Guest advanced the Guest model in the year 1997 (Guest 1997). The model is based on the idea that Human Resource Management Practices (HRMP) should be designed to produce high quality employees committed to their organization. According to this model, managers are advised to consider the effects of a core set of integrated HR practices on individual and organizational performance. However, the author cautions that variations in context might limit its effectiveness.

The central hypothesis of Guest's framework is that managers should adopt a distinct set or bundle of HR practices in a coherent manner of which the outcome will be superior individual and organizational performance. However, the central premise is that HR practices should be designed to lead to a set of HR outcomes of high employee commitment, high quality and flexibility a view supported by (Armstrong, 2014). The model posits that only when all the three HRM outcomes that is quality, commitment and flexibility are achieved can we expect improved behavioral and performance outcomes. The model plays a critical role in hinging the study. This model links HR strategy to performance of employees which ultimately has an effect on service delivery.

The theory highlights some of the strategies which are key in improving the performance of the employees which further affects service delivery. The theory plays a key role in establishing the variables to test under the context of the study.

### **Vroom's Expectancy Theory**

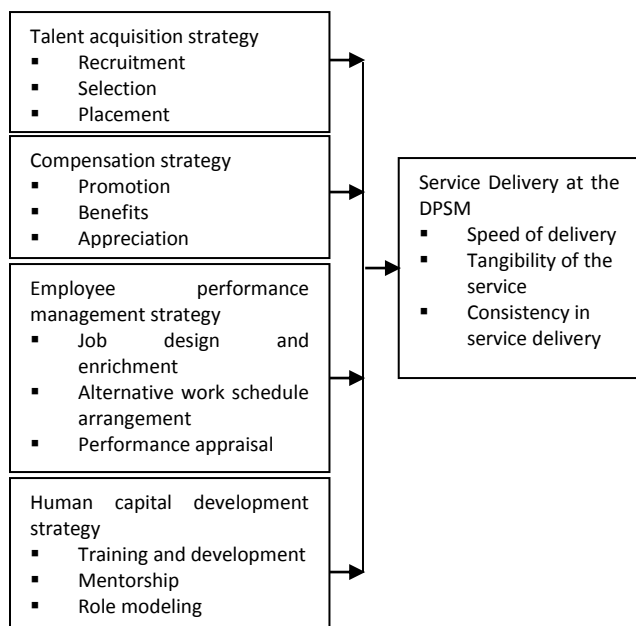
In the year 1964, Victor H. Vroom (1964) developed the Vroom's Expectancy theory. The theory is concerned primarily with motivation as well as linking between motivation and performance proposing a high performance at the individual level, driven by high motivation plus possession of the necessary skills and abilities and an appropriate role and understanding of that role (Armstrong, 2014). Vroom (1964) believed that employee effort paved the way for job performance and job performance led to rewards (Wehrich & Koontz, 1993).

Vroom highlighted the fact that employees tend to believe that putting effort will lead to good performance and likewise the good performance will be rewarded. It is therefore these rewards that motivate the employees to perform. If the rewards are positive and welcoming, then the employees will obviously be motivated, or else if they turn out to be negative or not attractive, then the chances of

employees being de-motivated are high. The relevance of the theory to the study cannot be under stated. The theory links the practice of compensation as well as mastery of skill (which can be achieved through training) directly to employee performance.

The theory hence hinges on compensation strategy and employee performance management strategy. It is of utmost importance to test the applicability of the model to the Kenyan context by testing whether compensation strategy as well as employee performance management strategy lead to better service delivery at the Directorate of Personnel Service Management in Kenya.

**Conceptual Framework**



Independent Variables      Dependent Variable

**Figure 1: Conceptual Framework**

**Talent Acquisition Strategy**

Talent Acquisition is the process of identifying, attracting, engaging and retaining highly qualified and talented individuals (Tyagi, 2012). The starting point for a talent acquisition strategy is company’s overarching business strategy.

If company’s goals include cutting costs, then talent acquisition strategy should seek ways to cut agency spend, change or renegotiate terms with vendors, increase recruiter productivity, reduce attrition, or apply other cost saving strategies.

Gathiga (2014) argued that talent acquisition includes recruiting, but it is inclusive of other strategic elements as follows: Talent Acquisition Planning and Strategy which ensures business alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations; Workforce Segmentation requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experiences necessary for success; Employment Branding includes activities that help to uncover, articulate and define a company’s image, organizational culture, key differentiators, reputation, and products and services (Stokes, Liu, Smith, Leidner, Moore, & Rowland, 2016).

Anticipated workforce changes and cost-effective ways to access talent are keys to the next generation of talent acquisition (Heinen & O’Neill, 2014). Predictive workforce monitoring will lead to effective strategic talent decision-making. Factors such as flexible talent sourcing, customized and personalized rewards, distributed and influential leadership, and unified and compassionate workplace cultures will be important for successful talent acquisition (Frank & Taylor, 2014). Schweyer (2010) argued that most organizations recruit externally rather than finding inside talents. This possibly happens because managers avoid retaining their best functional individuals so they will not risk losing them to competitors.

Naik, (2012) indicated that the best time to recruit key people is in a slowing economy. Since highly talented people would predisposition in order to manage their environment, a firm might utilize such situation by providing new compensation schemes and challenging packages that are tailored for key



talents, simultaneously; other organizations would be dormant in locating talented people (Arjunan, Kumar, Bastos & Naik, 2012).

Van Dijk (2008) identified two broad strategic choices to take into consideration during placement of people to roles or, alignment of roles with people in the process of recruiting. The first choice discusses of matching possible candidates to asset of already approved job roles. This option will allow many factors to control performance; such as, selection, recruitment, placement and promotion, all of which help recruiting and placing talents where they are most effective (Roberts, 2015). Bhatnagar (2008) pointed out that it is an essential part in Talent Management to provide learning and performance improvement of high performers. Among the benefits that Human Resource Management System covers are: promotion from within, comprehensive training and skill based pay. Based on performance management systems, Kasemsap (2016) foresaw that staff will receive custom made responses to skill weaknesses continuously.

Studies have shown that high performance accrues to firms that have the right type of people, in the right places at the right times, doing things which result in the organization receiving maximum benefits (Van Dijk, 2008). Right recruitment positively affects commitment through alignments of skill, deployment and contribution.

In particular, skill alignment should be increased by staffing selectively, hiring based on candidates' long-term potential, and investing in training and development (Kasemsap, 2016). This leads to an improvement in performance.

Recruitment has a positive influence on employee commitment and performance based on two major reasoning: when employees realize that the organization has invested substantial effort and costs in selecting them, they believe that the organization values them and is committed to them (Roberts, 2015). As a result, employees experience a felt obligation to repay the organization through

increased commitment. The careful match between job applicant and organization's values would result in a person-organization fit, which helps new employees to accept and believe in organizational goals and values, which in turn, lead to greater commitment (Bhatnagar, 2008).

### **Compensation Strategy**

Compensation refers to direct cash payment, indirect payments in the form of employees' benefits and incentives to motivate employees to strive for higher levels of productivity, is a critical component of the employment relationship. Kotler (2009) stated that recompense, reward, wage or salary is given by an organization to persons or a group of persons in return to a work done, services rendered, or a contribution made towards the accomplishment of organizational goals. Compensation management is something organizations must take seriously if they are to achieve competitive advantage in the market particularly the service sectors where employees are the creators and drivers of value rather than one more factor of production (Cascio, 2012).

Compensation processes are based on compensation philosophies and strategies and contain arrangement in the shape of policies and strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation (Adeoye & Elegunde, 2014). This constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence and skill and providing employee benefits. However, compensation management is not just about money. It is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2011).

Adeoye and Elegunde (2014) stated that employee receives different kinds of benefits in the form of wages, salaries and pay. Systems of rewards and compensations have much importance for the

performance of any organization. A considerable setup for reward and compensation structure can highly enhance the effectiveness of an organization in service delivery. Pearce (2010) stated that compensation management is an integral part of human resources management approach to productivity improvement in the organization. It deals with the design, implementation and maintenance of compensation system that are geared to the improvement of organizational, team and individual performance. As Wambua, (2016) observed, reward is indeed a requirement for getting maximum effort and performance from employees as it holds a central place in any HR strategy.

An organization's reward system should focus on three major areas namely; compensation, benefits, recognition and appreciation (Sarvadi, 2010).

In a strategic manner, according to Njanja, Maina, Kibet and Njagi (2013) an effective reward program may have three components: immediate, short-term and long term to attract and retain the best human resources. Gideon (2013) pointed out that compensations lead to job satisfaction, which in turn influence directly and positively the performance of the employees. Moreover, compensation is one of the most efficient tools of management when trying to influence individual or group behavior so as to improve organization's effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of compensations to motivate employees and to increase their performance (Amoke, 2017).

### **Employee Performance Management Strategy**

Performance management is a human resources activity used within various institutions at different times to evaluate the performance of their employees to check progress made against the targets, and to determine training needs (Bilgi 2007). It assists employees to identify areas requiring more attention and to determine the correct intervention. Performance appraisals benefit both the employees

and the employer to identify and measure their growth and career path (Mdluli, 2015).

Smith, Plowman, Duchon, and Quinn, (2009) argue that a successful performance management strategy requires more than the discovery of a workable solution to poor performance. According to him performance management strategies include, amongst others, the following: job redesign, job enrichment, job rotation, alternative work schedules and incentives (Persaud, 2014).

Job enrichment is regarded as an attempt to make the job much more desirable or satisfying to the employees by modification of the current incumbent's job. An enriched job gives the employee a greater opportunity to experience achievement and take additional responsibility (Reece, 2013).

De and Griffini (2008) argue that job design is described as the way positions and tasks within that position are organized including how and when the tasks are done and any factors that affect the work such as in what order the tasks are completed and the condition under which the tasks are completed. Daft (2012) argues that the process of job rotation allows employees an opportunity to move through various jobs in the same organization, in a predefined and coordinated manner. Reece (2013) argues that alternate work arrangements is another approach to performance management, it involves the process that allows employees greater flexibility in their working arrangements.

Mdluli (2015), job enlargement means expanding the employee's scope of work, duties or responsibilities, for example, if the job becomes stale, motivation can often be increased by encouraging the employee to learn new or take new responsibility. The use of incentives is another performance management strategy. Moorhead and Griffini (2012) argue that organizations use incentive bonus scheme approaches to enhance employees' performance in the workplace by tying the rewards to the individual or team performance. There are many different bonus plans. For example, incentives, individual

incentive pay plans or team incentive plans. Incentives are counted amongst the oldest and most popular payment method.

### **Human Capital Development Strategy**

Human Capital refers to the knowledge, expertise, and skill one accumulates through education and training (Armstrong, 2014). Odhong *et al* (2014) on the other hand stated that human capital refers to the processes that relate to training, education and other professional initiatives in order to increase the levels of knowledge, skills, abilities, values, and social assets of an employee which will lead to the employee's satisfaction and performance, and eventually on a firms' performance. Human resource must be invested in and leveraged efficiently in order for it to generate returns, for the individuals involved as well as an economy as a whole.

World Economic Forum reported that the global economy is entering an era of talent scarcity that, if left unaddressed, will hinder economic growth worldwide (World Economic Forum, 2013). As we move to knowledge based economy, knowledge, skills and competencies constitute a vital asset in supporting economic growth and reducing social inequality in developing countries. Human capital investment is one of the key factors in combating high and persistent unemployment and problems of low pay and poverty (Ogunade, 2011).

The concept of human capital has played an important role in the neoclassical analysis of labour markets. This is particularly in regard to the role it plays in wage determination. It has also come to dominate the economic analysis of education. The analysis of human capital views education as one of the routes through which human capital is acquired. The basis of human capital model is based on the premise that additional non-compulsory education (schooling) increases the productivity of labour in a perfectly competitive market (Omolo, 2013).

### **Resourcing Strategies**

Nguyen (2016) stated that Distinctive Human Resource Practices shape the core competences that determine how institutions compete. Such practices can make a significant impact on service delivery. Resourcing strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating a great place to work. They can provide a competitive advantage to an organization due to the fact that it is valuable, rare, and perfectly inimitable and has no substitutes. Truong, van der Heijden, and Rowley (2010) believe that if companies are to survive and thrive in the global economy, they require world class resourcing strategies.

Chege (2016) pointed out that quality service delivery is an important issue for the organizational survival as customer satisfaction has been linked to business performance and profitability. Dissatisfied customers will consider taking their custom elsewhere and it is widely accepted that it is five times more costly to attract new customers than it is to retain existing ones. Service quality is measured in four key dimensions; reliability, Assurance, responsiveness to the customers' demands and empathy for the customers (Mutiso, 2014).

Service quality and customer satisfaction are inarguably the two core concepts that are at the crux of the marketing theory and practice. In today's world of intense competition, advantage relies on delivering high quality service that will in turn result in satisfied customers. Therefore, there is not an iota of doubt concerning the importance of service quality and customer satisfaction as the ultimate goals of service providers (Boxall & Purcell, 2011).

### **Empirical Review**

#### **Talent Acquisition Strategy and Service Delivery**

Odalapo (2014) examined the challenges and successes of talent management programs on retention rates. The study also tested the predictive power of job security, compensation and

opportunity. The data in this study found that for the organizations sampled with a talent management program (69% of those studied), participants overwhelmingly recognized the strategic value of an effective talent management program despite significant challenges to implementation. Participants cited opportunity for job advancement as the most significant factor affecting retention rate.

For the organizations sampled without a talent management program (the remaining 31% of those studied), while nearly all HR managers' support talent management, the primary reason given for the lack of a program is the absence of executive management support. The study further revealed that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates.

Kihara (2015) examined the perceived effectiveness of e- recruitment on talent acquisition in the Kenyan Public Service. The research design used was cross sectional descriptive survey. The study used primary data which was collected using a semi structured questionnaire. Data was analyzed using statistical package for social sciences based and presented using mean scores, standard deviations, percentages and frequency distribution. The study found out that online recruitment has made work easier as compared to the traditional recruitment practices of receiving hard copy applications; social media has facilitated communication of vacancies and prompt response from suitable applicants.

#### **Compensation Strategy and Service Delivery**

A study was conducted by Osibanjo *et al* (2014) to establish the impact of compensation system on the job performance of employees and work on only preferred private institutes in Ogun State, South-West Nigeria by using questionnaires. The study used correlation analysis and descriptive research design.

The findings indicated that organizations which have more appropriate compensation packages embed an

affirmative effect on employee's performance therefore the turnover of employee become less and they become sincere with their job and stay in organization. The study by Osibanjo *et al* (2014) also established that better compensation led to a better overall organizational performance.

Hameed *et al* (2014) studied the impact of compensation of employee performance on organization commitment and ultimately on the performance of both the employee and the organization. By using SPSS as a statically tool, the study concluded that Compensation in the form of incentives, salaries will perform an important part to enhance motivation of employee which translates to better overall organizational performance.

Idemobi *et al* (2011) studied the extent to which compensation management can be used as a tool for improving organizational performance in a typical public sector organization. The study collected primary data using interview guides and questionnaires. Regression analysis was used to arrive at the objectives of the study. The outcome of hypothesis revealed that better compensation structures for the employees was linked to better performance of the public sector due to increased employee commitment.

Nazir *et al* (2013) also conducted a study to establish the degree of organizational dedication and job satisfaction presently in the United kingdom Higher Education sector and universities by using correlation technique and concluded that United kingdom Higher Education sector propose both cash and non-cash basis rewards to members of the organization. Over a duration of 5 years, that has led to improved service delivery in the sector.

Buguza (2013) assessed the impact of employee motivation on job performance in Tanzania banking sector. A qualitative case study methodology was used to interview key informants as well as questionnaires were distributed to the sample of 100 respondents from Tanzania Postal Bank Metropolitan branch and head office. The findings

indicated that salary increment, promotion and recognition were important motivational factors for employees of Tanzania Postal Bank.

### **Employee Performance Management Strategy and Service Delivery**

Findings from a survey as indicated by Armstrong (2011) on HR professionals and chief executives in 835 private sector organizations showed that HR practices of performance management were positively correlated with employee commitment and contribution, which in turn was positively associated with productivity and quality of service levels. An earlier study also by the same researcher on a sample of employees from 2 000 workplaces also showed a strong association between HR practices and employee attitudes and work performance.

A study was conducted by Odhiambo, (2009) on the teacher performance appraisal; the experience of the Kenyan secondary schools. The findings indicated that teacher appraisal policies and practices in Kenyan secondary schools exhibit weaknesses which needed to be urgently addressed if the appraisal is to be used to improve the quality of teachers and hence education in Kenya.

Mutiso (2014) conducted a study to examine the relationship between Human Resource Management Practices and Quality Service Delivery in Kenyan Public Secondary schools in Taita-Taveta County. The objectives were to find out how Recruitment and Selection Practices, Training and Development Practices, Compensation Management Practices Performance Management systems and Employee Safety and Health influence quality service delivery. The research findings revealed that there was a positive relationship between quality of service and Human Resource Recruitment and Selection as well as Performance Management. This implied that the current Practice in HRM in Recruitment and Selection and Performance Management positively impacted on education service quality.

### **Human Capital Development Strategy and Service Delivery**

Shaheen *et al*, (2013) conducted an empirical study on employees training and organizational performance: mediation by employees' performance. The study sought to determine the impact of training on employee performance as well as on organizational performance. Both quantitative and qualitative methods were used. The study used SPSS for data analysis and policy based on results presented for ensuring training effectiveness and enhancing employee's performance. With support of SPSS, correlation and regression ended up being conducted to generate results. Overall results revealed significant and positive association between training and organization performance (Shaheen *et al*, 2013).

Another study was conducted by Ravi *et al* (2013) focusing on Human Capital Investments and Employee Performance. The study examined whether Human Capital Investment directed toward employee training is effective in improving employee performance. Using a dynamic panel model, the study by Ravi *et al* (2013) identified a significant positive impact of training on employee performance. A unit increase in training is linked to a 2.14 per cent increase in employee performance. The study also found that general training that an employee can utilize outside the focal firms improves employee performance.

Seleim *et al* (2009) sought to analyze the relationship between human capital and organizational performance of software companies. They found that the human capital indicators had a positive association on organizational performance. These indicators such as training attended and team-work practices, tended to result in superstar performers where more productivity were translated to organizational performance. The study concluded that human capital development enhances organizational performance directly or indirectly. In another study conducted to establish how broadly

education contributes to job performance, Thomas *et al* (2009) provided a meta-analysis on the relationships between education level and 9 dimensions of job behaviors representing task, citizenship, and counterproductive performance. The results of the study showed that, in addition to positively influencing core task performance, education level was positively related to creativity and citizenship behaviors and negatively related to on-the-job substance use and absenteeism.

Jelena, *et al.* (2012) conducted a study on the impact of knowledge management on organizational performance. The aim of this paper was to show that through creating, accumulating, organizing and utilizing knowledge, organizations can enhance organizational performance. The impact of knowledge management practices on performance was empirically tested through structural equation modeling. The sample included 329 companies both in Slovenia and Croatia with more than 50 employees. The results showed that knowledge management practices measured through information technology, organizations and knowledge positively affect organizational performance.

## METHODOLOGY

Research methodology explains technical procedures in a manner appropriate for the study. It achieves this by addressing the research and sample designs used for the study, data collection and fieldwork conducted for the study and the type of data analysis done (Sekaran & Bougie, 2010). The study adopted a descriptive study design in order to bring out the relationships between the variables. The target population for this study was 662 (DPSM 2017) respondents from all the Divisions of DPSM namely Human Resource Management, Human Resource Development, Management Consultancy, Performance Contracting, Public Service Transformation and Administration support. A multiple linear regression model was used to

establish the influence of the independent on the dependent variable. The multiple regression model was as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Service Delivery

X<sub>1</sub> = Talent acquisition strategy

X<sub>2</sub> = Compensation strategy

X<sub>3</sub> = Employee performance management strategy

X<sub>4</sub> = Human capital development strategy

$\varepsilon$  is error term

$\beta_0$  represents the constant

$\beta_{1,2,3,4}$  are regression coefficients

## FINDINGS AND DISCUSSIONS

### Talent Acquisition Strategy

The study sought to establish the influence of talent acquisition strategy on service delivery at the Directorate of Personnel Service Management in Kenya. The descriptive results are presented in Table 1. The findings indicated that 68.3% of the respondents agreed that there was a well-structured recruitment procedure in the organization. These findings can be supported by an average mean of 3.77 which reveals that on average, there was agreement with the statement. It was also revealed that 70% agreed that the recruitment structure in the organization needs improvement as can also be supported by a mean of 3.83.

Those who agreed that there was a well-structured employee selection criterion in the organization were 62.7%. The findings also showed that the same statement had an average mean of 3.58 which supports the percentage. Those who agreed that the employee selection and placement criteria in the organization needed improvement were 66.7% and 67.2% respectively.

The same can be supported by average means of 3.67 and 3.79 respectively which on a scale of 1 to 5, imply that the respondents agreed that the employee selection and placement criteria in the organization needs improvement.

Those who agreed that internal recruitment was sometimes preferred in the organization were 67.2% (Mean = 3.79) and 70.9% agreed that there is continuous examination of workforce plans in the organization (Mean = 3.92). Furthermore, 71.1% of the respondents agreed that it is a challenge to handle anticipated workforce changes (Mean = 3.83), 67.8% agreed that the compassionate workplace cultures are highly encouraged in the organization (Mean = 3.77) while 64.5% of the respondents agreed that the compassionate workplace cultures have not been fully developed in the organization (Mean = 3.63).

On average, the respondents agreed on statements concerning talent acquisition strategy as indicated by an average mean of 3.75 which on a scale of 1 to 5, implies agreement. The standard deviation of 1.27 also indicates that there was a small variation in the responses given by the respondents which reveal that the majority of the respondents had similar opinions. The findings imply that high performance accrues to firms that have the right type of people, in the right places at the right times, doing things which result in the organization receiving maximum benefits (Van Dijk, 2008). Right recruitment positively affects commitment through alignments of skill, deployment and contribution.

**Table 1: Talent Acquisition Strategy**

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
There is a well-structured recruitment procedure	8.9%	10.6%	12.2%	31.1%	37.2%	3.77	1.29
The recruitment structure in the organization needs improvement	8.9%	10.0%	11.1%	28.9%	41.1%	3.83	1.31
There is a well-structured employee selection criteria	13.9%	6.1%	17.2%	33.3%	29.4%	3.58	1.34
The employee selection criteria in the organization needs improvement	10.6%	10.6%	12.2%	35.0%	31.7%	3.67	1.31
The employee placement criteria needs improvement	8.3%	10.0%	14.4%	28.9%	38.3%	3.79	1.28
Internal recruitment is sometimes preferred in the organization	9.4%	10.0%	13.3%	34.4%	32.8%	3.71	1.28
There is continuous examination of workforce plans	6.7%	6.7%	12.8%	35.6%	38.3%	3.92	1.17
It is a challenge to handle anticipated workforce changes	6.1%	8.9%	13.9%	37.8%	33.3%	3.83	1.17
Compassionate workplace cultures are highly encouraged in the organization	7.2%	8.9%	16.1%	35.6%	32.2%	3.77	1.20
Compassionate workplace cultures have not been fully developed in the organization	10.0%	12.2%	13.3%	33.9%	30.6%	3.63	1.30
<b>Total</b>						<b>3.75</b>	<b>1.27</b>

### Compensation Strategy

The study sought to determine the influence of compensation strategy on service delivery at the Directorate of Personnel Service Management in Kenya. The descriptive results are presented in Table 2. The findings indicated that majority of the respondents, 68.9%, agreed that the organization has a reward structure to recognize outstanding performance by individual employees. The findings can be supported with a mean score of 3.71 which reveals that on average, there was an agreement with the statement. On the other hand, 68.9% of the respondents also agreed that the organization has a reward structure to recognize outstanding performance by teams (Mean = 3.76) and 66.1% also agreed that the organization needs to improve the reward structure recognizing outstanding performance by teams (Mean = 3.68).

It was also revealed that 66.7% of the respondents agreed that the organization management team supports work life balance practices. These findings are also in line with the average mean score of 3.79 which on a scale of 1 to 5, reveals that majority of the respondents agreed with the statement. The respondents who agreed that the existing policies on work life balance are not adequate and that there is a well-structured compensation scheme

were 70.1% and 67.2% respectively. The findings can also be supported by average response rates of 3.80 and 3.68 respectively which show an agreement on a scale of 1 to 5.

The respondents who agreed that the available compensation scheme can further be improved were 70% (Mean = 3.81) while 67.2% of the respondents agreed that the organization recognized employees achievements (Mean = 3.76). Similarly, 67.2% of the respondents agreed that there is a benefits scheme for the employees in the organization as further supported by an average response of 3.75. However, 68.3% of the respondents agreed that the available benefits scheme in the organization is not satisfactory (Mean = 3.69).

The average results indicate that respondents agreed on most statements of compensation strategy (Mean = 3.74). The variation in the responses was also small as indicated by a standard deviation of 1.26. The implication of the study findings is that compensation management is something organizations must take seriously if they are to achieve competitive advantage in the market particularly the service sectors where employees are the creators and drivers of value rather than one more factor of production (Cascio, 2012).

**Table 2: Compensation Strategy**

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std dev
The organization has a reward structure to recognize outstanding performance by individual employees	11.7%	8.3%	11.1%	35.0%	33.9%	3.71	1.33
The organization has a reward structure to recognize outstanding performance by teams	7.2%	7.2%	16.7%	40.0%	28.9%	3.76	1.16
There is need to improve the reward structure recognizing outstanding performance by teams	10.6%	11.1%	12.2%	32.2%	33.9%	3.68	1.33
The management supports work life balance practices	6.7%	10.0%	16.7%	30.6%	36.1%	3.79	1.22



Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std dev
The existing policies on work life balance are not adequate	7.8%	9.4%	12.2%	36.1%	34.4%	3.80	1.23
There is a well-structured compensation scheme	8.9%	10.0%	13.9%	38.3%	28.9%	3.68	1.24
The available compensation scheme can further be improved	7.8%	12.8%	9.4%	30.6%	39.4%	3.81	1.29
Employees achievements are recognized	9.4%	8.9%	14.4%	31.1%	36.1%	3.76	1.29
There is a benefits scheme for the employees	7.2%	11.1%	14.4%	33.9%	33.3%	3.75	1.23
The available benefits scheme in the organization is not satisfactory	10.6%	7.2%	13.9%	39.4%	28.9%	3.69	1.26
<b>Total</b>						<b>3.74</b>	<b>1.26</b>

### Employee Performance Management Strategy

The study sought to analyze the influence of employee performance management strategy on service delivery at the Directorate of Personnel Service in Kenya. The descriptive results are presented in Table 3. Out of the 180 respondents who took part in the study, 71.1% agreed that the management discusses regularly job performance with employees. This is supported by a mean response of 3.79 which reveals an agreement with the statement on a scale of 1 to 5. The findings also showed that 67.7% agreed that the management needs to improve on the frequency of discussing job performance with employees as is also supported by a mean response of 3.67. Those who agreed that the performance appraisal in the organization is treated as an ongoing activity were 68.7% (Mean = 3.81) while those respondents who indicated that better performance appraisal structures need to be put in place were 68.4% (Mean = 3.71).

On the other hand, the findings showed that those who agreed that there is practice of job enrichment to make the job much more satisfying were 69.2% (Mean = 3.81). The findings further indicated that 65.0% of the respondents agreed that tasks in the organizations are fairly allocated. The findings are also supported by an average response of 3.74

which implies an agreement with the statement on a scale of 1 to 5. A further 71.1% agreed that the employees are given greater flexibility in their working arrangements (Mean = 3.81) however, 69.3% of the respondents agreed that working arrangements need improvement (Mean = 3.72).

Those who agreed that organization uses individual incentives to enhance employee performance were 66.1% (Mean = 3.72) while those who indicated that the organization uses group incentives to enhance employee performance were 69.4% (Mean = 3.78). It was further revealed that 70.0% of the respondents agreed that both group and individual incentives need to be introduced in the organization (Mean = 3.82). The overall mean of 3.76 indicated an agreement with statements on employee performance management strategy on service delivery at the Directorate of Personnel Service in Kenya. The variation in the responses was also small as indicated by the standard deviation of 1.23.

The results imply that the use performance management strategies such as: job redesign, job enrichment, job rotation, alternative work schedules and incentives increases service delivery in an organization (Persaud, 2014). Job enrichment is regarded as an attempt to make the job much more desirable or satisfying to the employees by

modification of the current incumbent's job. An enriched job gives the employee a greater

opportunity to experience achievement and take additional responsibility (Reece, 2013).

**Table 3: Employee Performance Management Strategy**

Statements	Strongly				Strongly		Std Dev
	Disagree	Disagree	Neutral	Agree	Agree	Mean	
The management discusses regularly job performance with employees	11.1%	6.1%	11.7%	35.0%	36.1%	3.79	1.00
The management needs to improve on the frequency of discussing job performance with employees	9.4%	11.1%	11.7%	38.3%	29.4%	3.67	1.27
Performance appraisal in my organization is treated as an ongoing activity as opposed to one off event	8.9%	9.4%	13.9%	27.2%	40.6%	3.81	1.30
Better performance appraisal structures need to be put in place	10.6%	6.7%	14.4%	37.8%	30.6%	3.71	1.26
There is practice of job enrichment to make the job much more satisfying	8.9%	7.8%	13.9%	32.2%	37.2%	3.81	1.26
Tasks in the organizations are fairly allocated	3.9%	11.1%	20.0%	37.2%	27.8%	3.74	1.10
Employees are given greater flexibility in their working arrangements	10.0%	8.3%	10.6%	33.3%	37.8%	3.81	1.30
Employees working arrangements needs improvement	6.7%	12.2%	12.8%	39.4%	28.9%	3.72	1.20
The organization uses individual incentives to enhance employee performance	8.3%	10.6%	15.0%	32.8%	33.3%	3.72	1.26
The organization uses group incentives to enhance employee performance	10.0%	6.1%	14.4%	34.4%	35.0%	3.78	1.27
Both group and individual incentives need to be introduced in the organization	10.0%	8.3%	11.7%	30.0%	40.0%	3.82	1.31
<b>Total</b>						<b>3.76</b>	<b>1.23</b>

**Human Capital Development Strategy**

The final objective of the study was to examine the influence of human capital development strategy on service delivery at the Directorate of Personnel Service Management in Kenya. The descriptive results are presented in Table 4. The findings

indicated that the respondents who agreed that there is need to introduce mentorship programs were 67.2%, 20.0% disagreed while 12.8% were not sure with the statement ( Mean = 3.68). This mean response revealed an agreement with the statement on average. On whether the mentorship

programs are available in the organization, 65% of the respondents agreed with statement while 18.9% of the respondents were not sure. On average, a mean of 3.70 revealed an agreement with the statement.

A further 70% of the respondents agreed that in the organization, training needs are identified with full participation of employees, 16.2% of the respondents disagreed with the statement while 13.9 were not sure. The same can be supported by an average response rate of 3.85 which reveals an agreement on a scale of 1 to 5. The findings also showed that 68.3% of the respondents agreed that the criteria for training needs identification needs to be participatory (Mean = 3.73) while 69.5% agreed that the organization has programs for continuous employee training (Mean = 3.83). The majority of the respondents, that is 72.2%, agreed that training needs analysis is usually carried out before any training activity in the organization. The findings are also supported by a mean response of 3.83. On whether the quality of training provided in the organization is geared to meet customer needs,

68.9% of the respondents agreed with the statement (Mean = 3.77) while 67.8% agreed that there is need to improve the quality of training in the organization.

It was also shown that 72.7% of the respondents agreed that there is fairness in addressing staff training and development needs (Mean = 3.89). The respondents who agreed that the organization highly encourages role modeling to develop capacity were 65.6% and lastly 73.4% of the respondents also agreed that the role modeling is yet to be adopted by the organization ( Mean = 3.61). On average (Mean = 3.77), the respondents agreed with the statement on human capital development strategy on service delivery at the Directorate of Personnel Service Management in Kenya. The variation in the responses was also small as indicated by the standard deviation of 1.25. These results findings are consistent with a study by Seleim *et al* (2009) which revealed that human capital development enhances organizational performance directly or indirectly.

**Table 4: Human Capital Development Strategy**

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
There is need to introduce mentorship programmes	12.2%	7.8%	12.8%	34.4%	32.8%	3.68	1.33
Mentorship programs are available in the organization	8.9%	7.2%	18.9%	35.0%	30.0%	3.70	1.22
Training needs are identified with full participation of employees	5.6%	10.6%	13.9%	33.3%	36.7%	3.85	1.19
Criteria for training needs identification needs to be participatory	9.4%	7.8%	14.4%	37.2%	31.1%	3.73	1.25
The organization has programs for continuous employee training	7.2%	8.3%	15.0%	32.8%	36.7%	3.83	1.22
Training needs analysis is usually carried out before any training activity in this organization	6.1%	10.0%	11.7%	38.9%	33.3%	3.83	1.17
The quality of training provided in this organization is geared to meet customer	11.1%	6.7%	13.3%	32.2%	36.7%	3.77	1.31

Statements	Strongly			Strongly		Mean	Std Dev
	Disagree	Disagree	Neutral	Agree	Agree		
needs							
There is need to improve the quality of training in the organization	11.1%	10.0%	11.1%	37.8%	30.0%	3.66	1.30
There is fairness in addressing staff training and development needs	6.1%	11.1%	10.0%	33.3%	39.4%	3.89	1.22
The organization highly encourages role modeling to develop capacity	14.4%	9.4%	10.6%	31.7%	33.9%	3.61	1.41
Role modeling is yet to be adopted by the organization	6.7%	7.8%	12.2%	36.7%	36.7%	3.89	1.18
<b>Total</b>						<b>3.77</b>	<b>1.25</b>

### Service Delivery

The respondents were asked to indicate the changes in various indicators of service delivery according to their personal observation in the organization. The findings in Table 5 reveal that majority of the respondents, 61%, indicated that the tangibility of the service being provided in the organization has increased (Mean = 3.87), 65.6% revealed that the consistency of service delivery has also increased (Mean = 3.93) while 63.6% stated that the responsiveness to customer's problems has also increased (Mean = 3.80).

The findings further revealed that 60.4% of the respondents also showed that there has been an increase in empathy towards customers (Mean = 3.61), 68% indicated that there has been an increase in the speed of service delivery (Mean = 3.63) while 69.9% indicated that there has been a decrease in the time taken to serve clients (Mean = 2.39). The results also revealed an increase in the level of accuracy in operation as well as the number of repeat customers.

**Table 5: Service Delivery**

Statement	Decreased	Decreased	Increased By	Increased	Mean	Std Dev
	By Over	By Less Than	Less Than	By Over		
	50%	50%	50%	50%		
The tangibility of the service	15.3%	23.7%	20.6%	40.4%	3.87	1.27
Consistency of service delivery	17.8%	16.7%	22.8%	42.8%	3.93	1.21
The responsiveness to customer's problem	14.2%	22.2%	18.0%	45.6%	3.80	1.16
Empathy towards customers	20.5%	19.0%	17.0%	43.4%	3.61	1.31
The speed of service delivery	17.8%	14.2%	27.2%	40.8%	3.63	1.20
The time taken to serve customers	42.0%	27.1%	23.1%	7.8%	2.39	0.89
Level of accuracy in operation	17.8%	16.7%	22.8%	42.8%	3.77	1.24
Repeat customers	18.3%	14.4%	21.1%	46.1%	3.73	1.22
<b>Average</b>					<b>3.59</b>	<b>1.19</b>

The respondents were also asked to indicate the changes in indicators of service delivery according

to customer's comments in the customers' complaints and compliments box for the last five

years. The findings revealed that over the last five years, the number of compliments on service delivered at the organization had been increasing steadily while both the number of complaints and time taken to serve clients has been decreasing

steadily for the last five years. These findings can be attributed to the increase in responsiveness of the employees in the public sector as well as the adoption of government e-strategy which has speeded service delivery.

### Correlation Analysis

**Table 6: Correlation Tests Results**

	Correlations	Talent acquisition	Compensation strategy	Employee performance management	Human capital development	Service delivery
Talent acquisition	Pearson Correlation Sig. (2-tailed)	1				
Compensation strategy	Pearson Correlation Sig. (2-tailed)	.355 0.000	1			
Employee performance management	Pearson Correlation Sig. (2-tailed)	.329 0.000	.341 0.000	1		
Human capital development	Pearson Correlation Sig. (2-tailed)	.316 0.000	.293 0.000	.325 0.000	1	
Service delivery	Pearson Correlation Sig. (2-tailed)	.497 0.000	.482 0.000	.519 0.000	.500 0.000	1
	N	180	180	180	180	180

The results indicated that all the independent variables, namely talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy were positively and significantly associated with service delivery at the Directorate of Personnel Service Management in Kenya. The study findings indicated that talent acquisition strategy and service delivery at the Directorate of Personnel Service Management in Kenya were positively and significantly correlated (R = 0.497, Sig = 0.000) at 1% level of significance. This implied that an improvement in the indicators of

talent acquisition positively leads to an improvement in service delivery at the Directorate of Personnel Service Management in Kenya.

### Multivariate Regression Analysis

The results presented in Table 7 revealed a relationship R= 0.711, indicating a strong positive association between talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy. R-squared= 0.505 indicated that 50.5% of variation resourcing strategies on service delivery at the Directorate of Personnel

Service Management in Kenya can be explained by talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy. The adjusted r-square indicates the contribution of the significant variables to the variation in the dependent variable. In this study, since all the variables were significant, adjusted R squared is close to the R squared at

49.4% (Small variation) meaning that the four resourcing strategies, that is human capital development, compensation strategy, employee performance management, talent acquisition were significant predictors of service delivery at the Directorate of Personnel Service Management in Kenya.

**Table 7: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.711	0.505	0.494	0.556233

Predictors: (Constant) Human Capital Development, Compensation Strategy, Employee Performance Management, Talent Acquisition

The results of ANOVA test showed that the F value was 44.654 with a significance of p value = 0.000 which was less than 0.05, meaning that there is a significant relationship between talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy and service delivery at the Directorate of Personnel Service Management in Kenya.

The ANOVA statistics at 5% level of significance showed that the value of F calculated (F computed) is 44.654 and the value of F critical (F tabulated) at 4 degrees of freedom and 175 degrees of freedom at 5% level of significance is 2.423. F calculated (F-computed) is greater than the F critical (F tabulated) (44.654 > 2.423), this showed that the overall model was statistically significant at 5% significance level.

**Table 8: Analysis of Variance (Model Significance)**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	55.263	4	13.816	44.654	0.000
Residual	54.144	175	0.309		
Total	109.407	179			

Dependent Variable: service delivery  
Predictors: (Constant), Human Capital Development, Compensation Strategy, Employee Performance Management, Talent Acquisition

The regression coefficient of employee performance management strategy was ( $\beta=0.276$ ,  $\text{sig}=0.000$ ) showed a positive and significant relationship between employee performance management strategy and service delivery at the Directorate of Personnel Service Management in Kenya. The results implied that a unit increase in employee performance management strategy would result to an increase of 0.276 units in service delivery.

The human capital development strategy had a positive and significant effect in service delivery at the Directorate of Personnel Service Management in Kenya (Beta = 0.268, Sig = 0.000). The results implied that a unit increase in human capital development strategy would result to an increase of 0.268 units in service delivery. These findings correspond with the findings of Shaheen *et al*, (2013) whose results revealed significant and positive association between training and organization performance.

The effect of talent acquisition strategy on service delivery at the Directorate of Personnel Service Management in Kenya was positive and significant (Beta = 0.243, Sig = 0.000). This shows that a unit increase in talent acquisition strategy would result to an increase of 0.243 units in service delivery. The findings are consistent with an argument by Van Dijk, (2008) who argued that right recruitment positively affects commitment through alignments of skill, deployment and contribution, and this leads to an improvement in performance.

The regression findings finally showed that compensation strategy had a positive and significant effect on service delivery at the Directorate of Personnel Service Management in Kenya (Beta = 0.223, Sig = 0.000). The results implied that a unit increase in compensation strategy would result to an increase of 0.223 units in service delivery. The findings of the study are consistent with the findings of a study by Osibanjo *et al* (2014) who also established that better compensation leads to a better overall organizational performance.

**Table 9: Regression Coefficients Results**

Predictor Variables	Beta	Std. Error	t	Sig.
(Constant)	0.702	0.233	3.013	0.003
Talent acquisition	0.243	0.050	4.860	0.000
Compensation strategy	0.223	0.047	4.745	0.000
Employee performance management	0.276	0.051	5.412	0.000
Human capital development	0.268	0.050	5.360	0.000

**Dependent Variable: Mean Service Delivery**

**CONCLUSIONS AND RECOMMENDATIONS**

The study revealed that there was a positive and significant correlation between talent acquisition strategy and service delivery at the Directorate of Personnel Service Management in Kenya. The regression results also revealed a positive and significant relationship between talent acquisition strategy and service delivery. Some of the talent acquisition strategy practices include ensuring a well-structured recruitment procedure, improving the recruitment structure in the organization, ensuring a well-structured employee selection criteria, improving the employee selection criteria in the organization and improving the employee placement criteria.

The results of the study indicated that there was a positive and significant correlation between compensation strategy and service delivery at the Directorate of Personnel Service Management in Kenya. Some of the compensation strategy activities include the organization having a reward structure

to recognize outstanding performance by individual employees, the organization having a reward structure to recognize outstanding performance by teams, improving the reward structure to recognize outstanding performance by teams, the management supporting the work life balance practices and ensuring the existing policies on work life balance are adequate. The regression results further revealed that compensation strategy affects service delivery positively and significantly.

The findings of the study indicated that there was a positive and significant correlation between employee performance management strategy and service delivery at the Directorate of Personnel Service Management in Kenya. Some of the employee performance management strategy activities include the management discussing regularly job performance with employees, the management improving on the frequency of discussing job performance with employees, treating the performance appraisal in the

organization as an ongoing activity as opposed to one off event, ensuring better performance appraisal structures are put in place, the organization practicing job enrichment to make the job much more satisfying and ensuring the tasks in the organizations are fairly allocated.

The regression results also indicated that employee performance management strategy affects service delivery positively and significantly.

The findings indicated that there was a positive and significant correlation between human capital development strategy and service delivery at the Directorate of Personnel Service Management in Kenya. Some of the human capital development strategy activities include introducing the mentorship programs, identifying the training needs with full participation of employees, ensuring the criteria for training needs identification is participatory, ensuring the organization has continuous employee training programs and improving the quality of training in the organization. The regression results indicated that human capital development strategy affects service delivery positively and significantly.

### **Conclusion of the Study**

The study made conclusions per objective based on the summary findings. The conclusions enabled the study to come up with the recommendations. The study concluded that talent acquisition strategy was positively and significantly associated with service delivery at the Directorate of Personnel Service Management in Kenya. An increase in talent acquisition strategy leads to a positive and significant effect on service delivery.

This implied that an increase in talent acquisition strategy practices such as ensuring a well-structured recruitment procedure, improving the recruitment structure in the organization, ensuring a well-structured employee selection criteria, improving the employee selection criteria in the organization and improving the employee

placement criteria leads to a significant increase in service delivery at the Directorate of Personnel Service Management in Kenya.

The study also concluded that compensation strategy had a positive and significant effect on service delivery. This shows that an increase in compensation strategy practices such as the organization having a reward structure to recognize outstanding performance by individual employees, the organization having a reward structure to recognize outstanding performance by teams, improving the reward structure to recognize outstanding performance by teams, the management supporting the work life balance practices and ensuring the existing policies on work life balance are adequate leads to significant increase in service delivery at the Directorate of Personnel Service Management in Kenya.

The study further concluded that employee performance management strategy had a positive and significant effect on service delivery. An increase in employee performance management strategy activities such as the management discussing regularly job performance with employees, the management improving on the frequency of discussing job performance with employees, treating the performance appraisal in the organization as an ongoing activity as opposed to one off event leads to a significant increase in service delivery.

Other practices leading to a significant increase in service delivery at the Directorate of Personnel Service Management include ensuring better performance appraisal structures are put in place, the organization practicing job enrichment to make the job much more satisfying and ensuring the tasks in the organization are fairly allocated.

The study finally concluded that human capital development strategy was positively and significantly related with service delivery at the Directorate of Personnel Service Management in Kenya. This implies that an increase in human



capital development strategy leads to a positive and significant influence on service delivery. Therefore, an increase in human capital development strategy activities such as, introducing the mentorship programs, identifying the training needs with full participation of employees, ensuring the criteria for training needs identification is participatory, ensuring the organization has continuous employee training programs and improving the quality of training in the organization leads to a significant increase in service delivery.

### **Recommendations of the Study**

The study recommended that the Directorate of Personnel Service Management in Kenya as well as the other public institutions to enhance their talent acquisition strategies as a way of improving service delivery in the public sector. Some of the ways to do this is through ensuring that policy has a well-structured recruitment procedure which contains a comprehensive and well-structured employee selection criteria. Other ways is through establishing well-structured employee placement criteria so as to place employees in the right jobs that will ensure their potential is well utilized thus improving service delivery.

Based on the study analysis results, the study recommended the Public Service Commission, which is mandated to establish compensation packages for civil servants among its other responsibilities, considers establishing a comprehensive compensation strategy that can lead to enhanced service delivery. The structure should focus on a reward structure which recognizes outstanding performance by individual employees and teams as well as having other vibrant programmes such as work life balance.

The Directorate of Personnel Service Management in Kenya and other public sector institutions should

consider establishing better employee performance management policies which in turn will lead to an improvement in service delivery.

Based on the findings of this study, some of the suggested practices that can be focused on is adoption of guidelines for regular discussion of job performance with employees as well as establishing procedures for performance appraisal in the organization. Other notable practices can be fair task allocation practices as well as job enrichment.

The Directorate of Personnel Service Management in Kenya and other public sector institutions should aim at enhancing the existing human capital development practices. This will perhaps call for more investment in practices that aim to develop the human capital at their disposal. Such practices are not limited to formulation of policies that consider introduction of mentorship programs, training programmes and workshops. Benchmarking can also be used as a strategy to enhance human capital development in the public sector. This is because the study has linked human capital development to an improvement in service delivery.

### **Areas for Further Research**

The study recommended future research studies to look at other factors of resourcing strategies that influence service delivery at the Directorate of Personnel Service Management in Kenya since talent acquisition strategy, compensation strategy, employee performance management strategy and human capital development strategy account for only 50.5% of the variation in service delivery at the Directorate. Further studies should also be conducted to examine the influence of resourcing strategies on service delivery in other Public Sector organizations in Kenya.

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