

**HUMAN CAPITAL MANAGEMENT PRACTICES ON THE PERFORMANCE OF
THE PUBLIC SERVICE SECTOR IN KENYA**

By

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Master of Business Administration (Human Resource Management)

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OCTOBER, 2024

DECLARATION

Declaration by the student

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and the author duly acknowledged.

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ABSTRACT

Effective human capital management (HCM) is crucial to improving service delivery, improving employee performance, increasing organizational productivity, and reducing employee turnover in the public sector. This study aims to investigate the relationship between HCM practices and organizational performance in Kenya's government institutions. The research, guided by human capital theory, agency theory and expectation theory, was to explore how these practices influence the efficiency and results of the public sector's service delivery. The descriptive research design describes the characteristics and relationships between the performance of selected institutions in human resource management practices and public sector performance. The study focuses specifically on Semi-Autonomous Government Agencies (SAGAs) under the Ministry of Roads and Transport which are unique entities that operate with some degree of managerial independence but remain accountable to the government. This study targets the 18 SAGAs within this ministry, assessing their performance through elements like employee recruitment, talent retention, reward management, internal processes, learning and growth, and financial outcomes. The study was to focus on specific HR practices such as employee recruitment, performance management, talent retention, and reward management, and was to identify best practices that can improve the performance of Kenya's public sector through structured interviews and case study analysis with public sector managers. The results of this study were to help to understand how effective HR practices can address challenges in Kenya's public sector, such as inefficiency in service delivery and high turnover of employees. The results of this study can inform organizational policies and practices aimed at improving organizational resilience, adaptability and productivity during human capital practices and contribute to public general success and sustainability. This study, by integrating HCM trends into global, regional, and local environments, provides valuable insights into improving the organizational performance of the Kenyan public sector.

Keywords: Human Capital Management (HCM), Public Sector Performance, Employee Recruitment, Talent Retention, Reward Management

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DEFINITION OF OPERATIONAL TERMS AND ABBREVIATIONS

Organizational performance

HCMP Human capital management practices

HCM human capital management

Public Sector Public Service of Kenya

HC Human Capital

CHAPTER ONE

INTRODUCTION

This chapter initiates my dissertation by providing the study's background, outlining essential research topic concepts, presenting a problem statement, delineating study objectives and research questions, discussing the significance and justification for the study, and specifying its scope.

1.1 Background of study

The effectiveness of public sector agencies is increasingly scrutinized worldwide, as citizens demand transparency, accountability, and improved service delivery. Countries such as New Zealand and Canada have adopted performance management frameworks, including balanced scorecards and performance-based budgeting, to enhance the alignment of government objectives with measurable outcomes (Alesani et al., 2023). Similarly, Estonia's advancements in digital governance showcase how e-governance can streamline processes and improve service quality (Henn, 2023). While these global practices provide a broader context, Kenya's public sector faces unique challenges that may require tailored approaches to Human Capital Management (HCM) to achieve similar outcomes.

In Kenya, Semi-Autonomous Government Agencies (SAGAs) play an integral role in delivering essential services, particularly in the transport and infrastructure sectors under the Ministry of Roads and Transport. However, reports indicate persistent challenges in these agencies, such as high employee turnover, insufficient training, and leadership constraints, which hinder organizational performance (Kenya Institute of Administration, 2024). Studies specific to Kenya highlight the need for strategic HCM practices to address these issues. For instance, Njuguna (2023) emphasizes the importance of effective leadership in enhancing

employee motivation and job satisfaction in Kenyan SAGAs, reinforcing findings by Jiang et al. (2020) that underline the impact of feedback and organizational support on motivation—a critical factor in public sector performance.

Additionally, the Kenyan government has initiated policies aimed at strengthening SAGAs through strategic HR management, including talent retention, performance-based rewards, and employee training (Kamwaro and Karimi, 2023). These initiatives reflect an understanding of the role that targeted HCM practices play in improving delivery service, even under financial constraints common in the public sector. Although SAGAs have been established to operate with some autonomy, they remain bound by public sector limitations, including budgetary constraints that restrict recruitment and training opportunities. This financial reality challenges the ability of Kenyan SAGAs to compete with private-sector salaries and retain skilled talent, an issue that requires urgent attention (Busienei, 2013).

Research on SAGAs in Kenya further underscores that effective HCM practices—such as employee recruitment, job design, and empowerment—are critical to achieving organizational success. Roba et al. (2023) note that the performance of these institutions is often evaluated based on customer satisfaction and internal processes, both of which are directly influenced by HCM practices. Therefore, a well-managed human capital strategy can significantly enhance the productivity and effectiveness of Kenyan SAGAs, which are fundamental to the country's socio-economic development objectives.

While global examples provide insights into effective public sector management, this study focuses on Kenya's context to explore the unique challenges and opportunities within SAGAs. By examining recent and relevant studies on HCM, this research addresses a critical gap in understanding how specific HCM practices impact organizational performance in

Kenyan SAGAs. It also aims to identify solutions that could improve talent retention, employee training, and leadership effectiveness, ultimately enhancing service delivery and organizational sustainability in the Kenyan public sector.

1.2 Human capital management practices

Combining intrinsic and extrinsic motivators to create a whole package is the fundamental idea behind reward management. Employers reward and acknowledge employees who meet performance goals by using performance-related remuneration as an external motivator. When people believe the work, they do involve the exercise of responsibility, autonomy, or the freedom to act, and chances for progress and growth, and is inherently fascinating, challenging, and significant, they are more likely to be intrinsically motivated. This reasoning aligns with the findings of Busienei (2013) and Pfeffer (1994). Additionally, balancing the core values of public service, such as fairness and transparency, with performance-driven management practices requires careful consideration.

The public sector faces unique challenges in attracting, maintaining, training, and rewarding highly qualified workers. This section was to examine the global context of HCM in the public sector, investigate specific challenges facing Kenya, and define targeted areas for further research. Despite these challenges, effective HCM in the public sector can yield significant benefits for all stakeholders. Citizens experience improved service delivery, with increased efficiency and effectiveness. Governments benefit from increased productivity, cost savings, and a better chance of achieving public policy goals. Employees, when well-managed, experience enhanced job satisfaction, greater opportunities for career development, and a more positive work environment.

This study aims to contribute to the understanding of effective HCM practices in the public sector. We were to focus on Training, reward management, talent retention and employee recruitment within the public sector. Through interviews and case study analysis of ten public sector organizations with established reputations for effective HCM, we hope to identify the best practices and provide valuable insights for public sector organizations seeking to improve their human capital management strategies.

HCM Practices has evolved significantly over time from the emphasis on basic administrative functions such as payroll and record keeping to a more strategic approach that emphasizes talent management which involves attracting, developing, and maintaining high-performance employees. Secondly, performance management means setting clear expectations, measuring performance, and providing feedback for development. The level at which workers carry out their duties and make a positive impact on the attainment of company objectives is referred to as employee performance. Administration design, company culture, motivation, and work happiness are some of the variables that affect employee performance (Smith et al., 2021). Increased productivity, lower attrition, and greater organizational commitment are all correlated with high satisfaction levels. Skill variety, task identity, task significance, autonomy, and feedback are the five main factors identified by the work characteristics model as impacting job satisfaction (Idowu, 2017).

Effective human capital management practices (HCMs) are essential to the successful functioning of the public service sector. HCM practices include all aspects of management of human resources, including recruitment, training, performance management, compensation, and employee retention. Strong HCM practices can result in several positive results, and competent and motivated workforces directly translate into efficient and effective delivery service for citizens. Targeted training and development programmes can equip employees

with the necessary skills to effectively carry out their tasks. Furthermore, effective motivation and reward systems can improve employee morale and productivity. Usually, employee retention strategies can help minimize costly employee turnover and knowledge loss. The most notable is performance management systems to ensure that clear expectations are set, and employees' contributions are effectively evaluated. Effective HRM approaches consider various elements such as employee recruitment practices, employee engagement, performance management, training and development, compensation and benefits, and workplace culture. Scholar (2015); Stone et al. 2022).

Although Kenya recognizes the importance of HMC, the Kenyan public sector faces challenges in implementing effective practices. Gitonga's (2021) study highlights the skills gap of the public workforce, which hampers performance and service delivery. Odhong et al. (2014) suggests that there are insufficient training opportunities for public sector employees to address these skills gaps. Kelemba (2018) shows low morale among public officials, which can have a negative impact on productivity and service quality. Gitonga & Wasike (2021) point to issues related to performance management systems, which hinder accountability and employee development.

The unexpected departure of key personnel in key roles can result in the depletion of critical corporate knowledge, posing significant risks to the organization's long-term viability (Arslan, 2021). The sudden demise of key personnel in organizations leads to the loss of invaluable corporate knowledge, which can have devastating effects on the long-term survival of any organization (Arslan, 2021).

Several studies have explored the relationship between HCM practices and performance in the public sector. Research suggests a positive correlation between talent retention strategies

and organizational performance. Example, public service employee retention programs can lead to improved service delivery continuity and knowledge sharing. Secondly, studies show that effective training programs can enhance employee skills, knowledge, and motivation, leading to improved performance and goal achievement example training programs in public service could focus on areas like customer service or technological advancements. Also, research indicates that well-designed reward systems that recognize and incentivize performance can motivate employees and increase productivity. Chen and Chen (2019), for instance, discovered a favorable correlation between worker performance and client happiness in the service sector.

Additionally, a meta-analysis conducted by Zhang et al. (2022) revealed a strong relationship between organizational profitability and employee performance in a variety of industries. Indeed performance-based bonuses or recognition programs in public service could motivate employees to go the extra mile. Employees' retention in this dynamic world of organizational change is a critical goal for businesses. Bolander et al. (2017) aver that succession planning is intended to help the firms in managing or retaining their talent pipeline.

Effective recruitment processes ensure the selection of competent and qualified individuals, leading to a high-performing workforce example implementing competency-based recruitment practices in the public sector can result in selecting the most suitable candidates for specific roles. The increasing need to upskill people along with the rapidly aging workforce is expected to bolster the need for succession planning tools and models among businesses (Verlinden, 2020). In today's world, organizations perceive workers' turnover as an inevitable factor and therefore succession planning is such a proactive approach which ensures that turnover does not exert detrimental effects to the operations of

the organizations. Succession planning saves the time and cost of external personnel recruitment and selection (Adebola, 2019).

1.3 Organizational performance

Organizational performance refers to the extent to which an organization meets its objectives through strategic alignment of resources and capabilities. Traditionally, performance has been assessed through indicators such as financial outcomes, customer satisfaction, internal processes, and employee development. In the modern organizational landscape, human resource factors like talent retention, employee recruitment, reward management, and employee training are increasingly recognized as key drivers of both immediate and long-term performance (Ajufoh, U. S., Odita, A. O., & Salami, G. C. E. (2023).

This study focuses on four key human resource practices: talent retention, employee recruitment, reward management, and employee training and how they influence the performance of Semi-Autonomous Government Agencies (SAGAs).

Talent retention is critical in maintaining organizational stability and continuity. Retaining skilled employees reduces the costs associated with turnover and ensures that institutional knowledge is preserved, leading to more effective internal processes and enhanced service delivery Culture Partners, (2024). In the context of SAGAs, retention of high-performing employees ensures consistent quality in public service, which directly impacts customer satisfaction and operational efficiency.

Effective recruitment strategies bring in individuals whose skills align with the organization's needs, contributing to improved internal processes and innovation, Talent, (2023). SAGAs, recruiting individuals with the right competencies ensures that public

mandates are met with efficiency and responsiveness, which boosts overall organizational performance.

Aligning rewards with performance, organizations can incentivize high-quality work, which directly contributes to improved financial outcomes and customer satisfaction (Mahapatra & Das, 2022). In SAGAs, effective reward systems can foster a culture of accountability and high performance, ensuring that both employees and the public benefit from improved services.

Training ensures that employees continue to develop the skills needed to meet evolving organizational demands and improve service delivery (Groen et al., 2023). For SAGAs, continuous training empowers employees to enhance both individual performance and organizational learning, leading to improved internal processes and customer satisfaction.

By focusing on these HR elements talent retention, employee recruitment, reward management, and employee training this study seeks to provide a comprehensive understanding of how human resource management affects organizational performance in SAGAs. These elements are chosen because they directly impact the efficiency of internal processes, the satisfaction of external stakeholders, and the long-term financial sustainability of the organization (Pereira & Gomes, 2023). The integration of HR practices with performance metrics ensures that SAGAs can achieve their public service objectives while maintaining operational excellence.

Effective organizational performance is driven by strategic planning, effective operational processes, and strong organizational culture (Smith, 2023). Studies have shown that companies that invest in developing clear objectives, simplifying workflows, and promoting employee engagement tend to outperform competitors. The McKinsey Global Institute

emphasizes the increasing importance of digital transformation in driving organizational performance. The report indicates that companies that have successfully implemented digital technologies and data-driven decision-making have achieved significant improvements in productivity, innovation, and overall competitiveness (McKinsey Global Institute, 2022).

Organizational Performance is not a single-dimensional structure, but includes multiple dimensions Song, M., & Meier, K. J. (2018). The dimensions are a more "classical" concept, such as efficiency, effectiveness, and financial performance, as well as a more "government"-related concept, such as social results and customer responsiveness. Importantly, Organizational Performance scientists have requested more insight into the Organizational Performance dimension particularly affected by management, organization, and environment variables (Fisk 2010; Walker and Andrews 2019).

Organizational agility or the ability to rapidly adapt to changing market conditions is a key factor for high performance. Companies that cultivate a culture of flexibility, experimentation and continuous learning can better respond to disruptions and take advantage of new opportunities (Deloitte, 2019). Effective leaders who inspire, empower, promote collaboration, and make data-driven decisions are more likely to lead to sustainable growth and profitability (Gino & Staats, 2020).

This study focuses on four critical elements of organizational performance: customer satisfaction, internal processes, learning and growth, and financial outcomes. Customer satisfaction serves as an external measure of how well the organization meets stakeholder expectations, reflecting its ability to deliver quality services. Internal processes are crucial for operational efficiency, ensuring that organizational goals are met in a cost-effective manner. Learning and growth emphasize the importance of continuous improvement in employee

skills and organizational knowledge, fostering innovation and adaptability. Financial outcomes provide a quantifiable measure of the organization's sustainability and success in resource management, offering insight into both short-term results and long-term growth. The decision to focus on these performance elements aligns with the unique operational structure of Semi-Autonomous Government Agencies (SAGAs), which must balance public service mandates with operational efficiency. By examining employee recruitment, talent retention, reward management, and the aforementioned performance elements, this study aims to provide a holistic assessment of SAGA's performance, offering insights that can enhance their service delivery and overall effectiveness.

1.4 Public Sector in Kenya

The Public Service sector draws its mandate from the Public Service Commission as spelt out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution of Kenya. This includes establishment and abolition of offices, provision of competent human resources, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service. In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act, 2015 and other relevant legislations.

The State Corporations Advisory Committee (SCAC) was established under section 26 of the State Corporations Act, Cap. 446. Functions of SCAC under the State Corporations Act, Cap. 446. Under Section 27 of the State Corporations Act, Cap 446, SCAC is required to advise on the matters and perform any function it is required by the Act. Additionally, it is required to review and investigate the affairs of State Corporations and make such

recommendations to the President as it may deem necessary with the assistance of experts where necessary. The two entities supplement each other in the seamless functioning of the wider or rather entire public service of Kenya.

Even though the two entities run with different structures with categorizations seen in their departments based on each department's mandate, the goal is to achieve successive government visions or economic pillars drawn from the political promises to the public after each general election.

While existing research provides insights, most research comes from developed countries; studies on the Kenyan context with its unique challenges are needed. The Long-term studies can offer a more comprehensive understanding of the impact of HCM practices on performance over time. Furthermore, research focusing on specific public service sectors like healthcare or education could provide more targeted insights. Finally, the impact of technology on HCM practices and employee performance in the Kenyan public sector is an emerging area for investigation.

1.5 Problem Statement

Human Capital Management (HCM) practices within the Kenyan public sector, particularly in Semi-Autonomous Government Agencies (SAGAs) under the Ministry of Roads and Transport, face significant challenges that impede organizational performance and service delivery. Despite the government's acknowledgment of the critical role that human resource development plays in achieving public service goals, as highlighted in Sessional Paper No. 3 (2013), SAGAs continue to experience a persistent skills gap, limited training opportunities, and low employee morale, all of which contribute to reduced productivity and service inefficiencies (Richa et al., 2021; Odhong' et al., 2014; Kelemba, 2018). Furthermore,

inadequate performance management systems limit accountability and employee development, exacerbating the challenges in providing timely, effective public services (Gitonga & Wasike, 2021).

While previous studies have documented the importance of HCM in the public sector, they often lack specificity to the Kenyan context and fail to address the unique constraints faced by SAGAs, which operate with limited budgets and struggle to compete with private-sector salaries (Busienei, 2013). Consequently, talent retention, continuous skills development, and employee engagement remain critical issues within these agencies. The integration of performance-based incentives, structured feedback mechanisms, and leadership development, as emphasized in international practices, are underutilized in Kenya's SAGAs, hindering their ability to meet citizen demands for quality service delivery (Kamwaro & Karimi, 2023; Njuguna, 2023; Jiang et al., 2020).

Furthermore, research highlights significant gaps in existing HCM literature within the Kenyan public sector, with much of the focus on either developed countries or the private sector, neglecting Kenya's public sector dynamics and the specific needs of SAGAs (Masyhuri et al., 2024; Crook et al., 2011). Addressing these HCM challenges is essential not only for improving internal processes and employee satisfaction but also for enhancing public trust and the efficiency of service delivery—key outcomes for the Kenyan government's broader development agenda.

This study aims to bridge this gap by exploring how HCM practices impact organizational performance in Kenyan SAGAs. By identifying and addressing the unique HCM needs within these agencies, the study will provide policymakers and stakeholders with evidence-

based recommendations that can support more effective talent management, enhanced productivity, and improved public service outcomes.

1.6 Research Objectives

1.6.1 General Objective

To examine human capital management practices on the performance of the public service sector in Kenya.

1.6.2 Specific Objectives

- (i) To establish talent retention practices on the performance of public service in Kenya.
- (ii) To evaluate employee training practices on the performance of public service in Kenya.
- (iii) To determine reward management practices on the performance of public service in Kenya.
- (iv) To analyse employee recruitment practices on the performance of public service in Kenya

1.7 Research Questions

- (i) What is the effect of talent retention practices on the performance of the public service sector?
- (ii) What are the effects of employee training practices on the performance of the public service sector?
- (iii) What is the effect of rewards management practices on the performance of the public service sector?
- (iv) What are the effects of employee recruitment practices on the performance of the public service sector?

1.8 Significance of Study

This study provides valuable insights into how Human Capital Management (HCM) practices influence organizational performance within Kenya's public sector, particularly Semi-Autonomous Government Agencies (SAGAs). The findings benefit several key stakeholders.

1.8.1 Public Sector Organizations

The study offers critical recommendations for improving organizational resilience, adaptability, and productivity during periods of leadership and human capital transitions. By identifying best practices for managing human capital, the study will help public sector institutions sustain their effectiveness and achieve higher productivity levels. Understanding how these changes impact organizational performance is crucial for maintaining the long-term success of SAGAs.

1.8.2 Policymakers and Public Administrators

Policymakers can use the findings to inform the creation and implementation of policies aimed at managing change more effectively. The study's evidence-based recommendations will guide policymakers in minimizing disruptions during leadership transitions and maximizing employee performance through well-structured HCM strategies. These insights will assist in improving the overall performance and sustainability of the public sector.

1.8.3 Development Partners and Regulatory Bodies

The study provides relevant data that development partners and regulatory bodies can use to support decision-making processes related to leadership development, succession planning, and organizational change management. By offering a deeper understanding of how HCM

practices affect public sector performance, this research serves the interests of these stakeholders, helping them align their support with practical needs.

1.8.4 Academics and Researchers

This study adds to the existing body of knowledge on HCM practices and their effects on organizational performance in the public sector. It fills a critical gap in the literature by addressing the unique challenges faced by Kenyan SAGAs. Academics and researchers can use these findings to conduct further research, explore additional variables, or apply the insights in comparative studies within other contexts.

1.8.5 Employees in the Public Sector

Public sector employees stand to benefit from the study's focus on enhancing talent retention, training, and reward management practices. When organizations adopt policies that promote employee engagement and development, individual job satisfaction and career growth improve, leading to higher performance outcomes.

In sum, the findings of this study will benefit public sector organizations, policymakers, development partners, academics, and employees by offering practical recommendations for improving HCM practices. These insights will contribute to the overall success and sustainability of the public sector in Kenya.

1.9 Justification of the Study

This study aims to illuminate the impact of human capital management (HCM) on the performance of employees within the Kenyan public sector. HCM practices are vital activities that significantly influence organizational dynamics, particularly employee performance, which is a crucial determinant of organizational success. Understanding the

effects of these practices is essential for maintaining productivity. Research on how HCM practices affect employee performance offers valuable insights into the factors that drive organizational productivity and efficiency.

The Kenyan public sector operates in a unique context characterized by financial constraints and distinct management structures. Investigating HCM practices in this environment provides actionable insights tailored to public sector challenges. Despite the critical importance of HCM and its relationship with employee performance, there is a noticeable lack of research in this specific area within Kenya. This study aims to bridge that gap in literature and enhance the understanding of organizational performance and management within the country.

The findings were to yield valuable insights into the effectiveness of HCM practices in public organizations. By identifying the best practices that enhance employee performance and overall efficiency, government agencies can develop targeted strategies to improve service delivery. The recommendations from this study were to equip agency leaders with the knowledge needed to make informed decisions regarding training programs, performance management systems, and employee development initiatives, ultimately fostering a more skilled and motivated workforce.

Policymakers were to also benefit from the evidence-based findings of this research, which was to inform the formulation of public sector human resource policies. Understanding the dynamics of HCM and its influence on organizational performance was to enable policymakers to prioritize effective training, performance management, and employee engagement, thereby creating a more resilient public sector that can better meet citizens' needs and improve governance.

Additionally, this study emphasizes the significance of HCM practices in enhancing employee performance and job satisfaction. Public sector employees stand to gain from improved training and development programs identified in the research. Implementing effective HCM strategies is likely to increase motivation, skill development, and career advancement opportunities, leading to higher job satisfaction and a greater sense of fulfillment in their roles, which in turn was to enhance public service delivery.

Moreover, this research was to contribute to the broader body of knowledge on HCM and organizational performance within the Kenyan context. The findings were to serve as a foundation for future studies, encouraging further exploration of HCM practices and their implications for public sector effectiveness. The study may also stimulate academic dialogue regarding the application of established theories, such as Agency Theory and Expectancy Theory, in the public sector.

Finally, this research extends its benefits to citizens and the broader community reliant on public services. By improving the performance and efficiency of public sector organizations through effective HCM practices, the study aims to enhance service delivery and overall outcomes for the public. A competent and motivated public workforce is essential for addressing citizens' needs and expectations, thereby fostering trust and confidence in government services.

1.10 Scope of the Study

The focus of this study is the public service sector in Kenya, which plays a critical role in delivering essential services to citizens. It examines how specific HCM practices, such as recruitment, reward management, training, and talent retention, influence public service performance. The objective is to develop targeted interventions that enhance organizational

performance and improve public service delivery outcomes, along with evidence-based recommendations to strengthen human capital initiatives. The participants in this analysis were to include departmental heads from state corporations under the State Department of Roads and Transport.

CHAPTER TWO

LITERATURE REVIEW

In this chapter, I was to delve into the theoretical review, empirical review, exploring existing literature in related fields, constructing a conceptual framework and operationalization of variables.

2.1 Theoretical Review

In examining the effects of human capital management practices on the performance of the public service sector in Kenya, five key theoretical perspectives underpin the study. These theories provide a foundation for understanding how human capital management influences organizational performance. The theories that were to inform the study are Human Capital Theory, Agency Theory, and Expectancy Theory.

2.1.1 Human Capital Theory

Victor Vroom's Expectancy Theory, formulated in 1964, provides a robust framework for understanding how individuals make decisions based on their beliefs regarding the relationships between effort, performance, and outcomes (Vroom, 1964). This theory has been extensively studied and applied within the context of human capital management, particularly in the public sector, where enhancing employee motivation, performance, and job satisfaction is of paramount importance. Understanding how reward practices and employees' expectations influence performance is crucial for public organizations aiming to optimize their workforce capabilities.

Expectancy refers to the belief that one's effort was to lead to the desired level of performance. Instrumentality is the belief that achieving this performance was to lead to

specific outcomes or rewards. Valence represents the value an individual place on the anticipated outcomes. Together, these components influence an employee's motivation to exert effort in their roles.

Patterson et al., (2016) Effective performance management practices can significantly improve employee motivation and satisfaction in public service organizations. When employees perceive a clear and achievable link between their efforts and desired rewards, organizations can effectively motivate their workforce, thus improving overall performance.

Recent research supports these assertions, emphasizing that clear communication of performance expectations, rewards, and support can enhance employees' motivation and engagement in public service settings (Moynihan & Pandey, 2017; Kahn, 2020). Furthermore, a systematic review conducted by Kumar and Kumar (2021) found that applying Expectancy Theory in public organizations leads to increased employee satisfaction and performance through enhanced clarity in goal setting and rewards.

Tetteh, E. (2022) underscores the critical role of clear performance goals, adequate resources, and supportive supervision in shaping public sector employees' perceptions of expectancy and instrumentality. When employees understand what is expected of them and have the necessary resources and support to perform their tasks, their motivation and effort levels increase. This aligns with Expectancy Theory's emphasis on clarifying the performance-reward relationship, which is essential for enhancing motivation and performance in public organizations.

Clear communication of performance standards and regular feedback can boost employee morale and engagement in the public sector Asif, A., & Rathore, K. (2021). Additionally, the provision of adequate resources whether in the form of training, technology, or personnel

support enables employees to achieve performance goals, further reinforcing their motivation (Buchanan et al., 2021).

While existing literature highlights the importance of performance management (Taylor, 2021) and employee engagement (Sepahvand & Khodashahri, 2021), few studies have examined how these concepts interact within the specific constraints faced by Kenyan SAGAs, such as limited financial resources and political interference. This study seeks to address these gaps by providing a comprehensive analysis of how integrated HCM practices can enhance both employee performance and overall organizational outcomes

Taylor and Westover (2011) highlight that job characteristics, such as autonomy and task significance, positively impact the valence component of Expectancy Theory among public sector employees. When individuals perceive their work as meaningful and recognize a direct connection between their efforts and valued outcomes, their motivation and job satisfaction increase.

O'Leary et al. (2021) have found that job enrichment strategies that enhance autonomy and task significance are effective in motivating public sector employees. These strategies not only improve job satisfaction but also foster a sense of belonging and purpose among employees, which is crucial in public service roles.

Moreover, when employees perceive their contributions as valuable and meaningful, their commitment to organizational goals strengthens, ultimately leading to better service delivery outcomes. Recognizing and communicating the importance of employees' roles in achieving broader organizational missions can further enhance their motivation (Bennett et al., 2022).

Rainey and Steinbauer (1999) point out the unique challenges faced by public organizations, including political influences, budget constraints, and bureaucratic inertia.

These factors can create a challenging environment for public sector employees, potentially diminishing their motivation and effectiveness.

Expectancy Theory can guide the design of human capital management practices tailored to address these challenges. For instance, recognizing the impact of external factors on employee performance and implementing flexible reward systems that account for varying circumstances can enhance motivation (Bennett, 2019). When public sector employees understand that their efforts are recognized and valued, even in challenging contexts, their motivation and commitment are likely to improve.

Steijn (2004) emphasizes the significance of person-organization fit in the public service context. Aligning individual preferences and values with organizational goals and rewards enhances employees' perceived instrumentality and valence of outcomes, reinforcing the motivational principles of Expectancy Theory.

Public sector organizations can benefit from recruiting individuals whose values align with the organization's mission and objectives. For instance, aligning the recruitment process with organizational culture can ensure that new hires are not only qualified but also culturally aligned with the organization (Lee et al., 2020). Employees who perceive a strong alignment between their personal values and their organization's mission are more likely to experience higher motivation, job satisfaction, and engagement.

Training initiatives that align with Expectancy Theory principles have been found to enhance employee motivation, skill development, and job satisfaction. Establishing clear connections between training efforts, improved job performance, and desirable outcomes can bolster employees' belief that their efforts were to lead to positive results.

Implementing training programs that link skill acquisition to career advancement and performance rewards can increase employees' motivation to participate actively in professional development opportunities (Floyd & Lane, 2021). This approach not only enhances their capabilities but also reinforces the idea that investing effort in training was to yield tangible rewards, aligning with the core components of Expectancy Theory.

Similarly, recruitment strategies informed by Expectancy Theory can attract individuals who believe their skills and efforts was to lead to successful job performance and favorable outcomes. By communicating the organization's values, mission, and the potential for career development during the recruitment process, public sector agencies can attract candidates who are motivated and aligned with the organization's objectives (Njoroge & Mwaniki, 2022).

Talent management programs that integrate Expectancy Theory principles contribute to increased employee engagement, performance, and retention in the public sector. By offering clear development pathways and linking effort to career outcomes, public organizations can create an environment where employees are motivated to contribute effectively to organizational success based on their expectations of rewards and career advancement opportunities.

Implementing mentoring programs that connect employees with experienced leaders can enhance skill development while providing insights into career progression within the organization (Gonzalez et al., 2021). When employees see a clear pathway to advancement and understand the relationship between their efforts and the rewards they can attain, their motivation to perform at a high-level increase may pave the way for a more effective and responsive public service.

2.1.2 Agency Theory

Agency Theory provides a valuable lens through which to analyse the dynamics between government agencies and their employees in the context of human capital management practices. At its core, Agency Theory examines the relationship between principals (the government or public sector organizations) and agents (employees), emphasizing how aligning incentives, monitoring performance, and managing conflicts of interest can impact organizational outcomes (Jensen & Meckling, 1976; Eisenhardt, 1989). This framework is particularly relevant when evaluating performance management practices in public service, where ensuring that employees' actions align with organizational objectives is crucial for effective service delivery.

In the Kenyan public sector, government agencies function as principals, while public servants act as agents. Agency Theory posits that principals are concerned about ensuring that their interests are well-represented and achieved by agents. This relationship can often be fraught with challenges, such as differing goals and interests, which can lead to inefficiencies in public service delivery. According to Ross (1973), the principal-agent relationship is inherently characterized by asymmetrical information; principals may lack complete knowledge of agents' actions, leading to potential conflicts of interest and divergent objectives.

Effective human capital management practices are vital in ensuring that agents' interests align with those of the organization. Omondi et al. (2022) emphasize that applying Agency Theory within the Kenyan public service reveals the significance of aligning incentives, implementing robust monitoring mechanisms, and fostering transparent communication in

human resource practices. By addressing these elements, public sector organizations can enhance performance and mitigate the risks associated with the principal-agent dynamic.

A key tenet of Agency Theory is the necessity of aligning incentives to motivate agents towards desired outcomes. Eisenhardt (1989) highlights that principals can influence agents' behaviors by providing appropriate incentives, which may include performance-based rewards, promotions, and career development opportunities. In the Kenyan public sector, where public servants often face limited remuneration and career advancement prospects, aligning incentives is essential to promote motivation and productivity.

Implementing performance management systems that incorporate measurable outcomes tied to bonuses or promotions can effectively encourage employees to pursue organizational goals. These systems should not only focus on individual performance but also recognize team efforts and collaboration, thereby fostering a collective sense of responsibility toward service delivery. By creating a culture where employees feel valued and rewarded for their contributions, government agencies can significantly enhance employee engagement and commitment, leading to improved service outcomes.

Monitoring and evaluation systems play a critical role in the application of Agency Theory, enabling principals to track agents' actions and ensure alignment with organizational goals. Effective monitoring mechanisms promote transparency and accountability key elements in the public sector, where public trust is paramount (Eisenhardt, 1989; Jensen & Meckling, 1976).

In the Kenyan public sector, monitoring can take various forms, including performance reviews, regular feedback sessions, and the use of technology to track progress on specific projects or initiatives. By implementing robust evaluation frameworks, public sector

organizations can identify performance gaps, address issues proactively, and recognize high-performing employees. This not only aids in resource allocation but also enhances the overall effectiveness of service delivery.

Moreover, transparent monitoring processes can help build trust between principals and agents, reducing skepticism regarding intentions and actions. When employees know that their performance is being monitored fairly and consistently, they are more likely to engage positively with their work and align their efforts with organizational objectives.

Addressing conflicts of interest between principals and agents is another crucial aspect of Agency Theory that can significantly impact public sector performance. Effective human capital management practices should include clear communication channels, defined roles, and grievance mechanisms that enable agents to express concerns or seek clarification without fear of retribution (Ross, 1973; Eisenhardt, 1989).

The Kenyan public sector, fostering a collaborative and productive work environment requires mechanisms that facilitate open dialogue between management and employees. Regular town hall meetings, feedback surveys, and open-door policies can enhance communication and ensure that agents feel heard and valued. By proactively addressing potential conflicts and misunderstandings, government agencies can cultivate a culture of trust and cooperation, which is essential for effective service delivery.

Omondi et al. (2022) highlight that the practical implications of Agency Theory in the public sector are profound. By implementing human capital management practices that align incentives, improve monitoring, and mitigate conflicts, government agencies can effectively harness employee skills and capabilities to enhance organizational performance, service delivery, and public value creation.

Agency Theory also complements Human Capital Theory (Becker, 1964) by providing insights into how investments in employee development and training can contribute to achieving organizational objectives in the public sector. While Human Capital Theory emphasizes the importance of investing in employee education and training to improve productivity, Agency Theory illustrates how these investments must be strategically aligned with performance management systems and incentive structures.

Integrating these theoretical perspectives offers a comprehensive understanding of the factors influencing public sector performance in Kenya. For example, while training programs enhance employees' skills and competencies, their effectiveness is contingent upon the presence of appropriate incentives and robust monitoring systems. When training is coupled with clear performance expectations and accountability measures, public sector organizations are more likely to achieve desired outcomes in service delivery and organizational efficiency.

The insights derived from Agency Theory and its intersection with Human Capital Theory carry significant implications for policymakers and public sector leaders in Kenya. First, there is a need for the development of comprehensive human capital management strategies that explicitly incorporate principles of Agency Theory. These strategies should prioritize the alignment of incentives, effective monitoring, and conflict management to create a conducive environment for employee performance.

Investment in training and development initiatives should be coupled with performance-based incentive structures that reward employees for achieving organizational goals. By creating a framework that ties employee development directly to performance outcomes,

government agencies can enhance motivation and ensure that public servants are equipped to meet the evolving demands of their roles.

Fostering a culture of transparency and open communication is essential for mitigating conflicts of interest and building trust within the public sector. By creating channels for dialogue and feedback, public sector organizations can better address employee concerns, promote collaboration, and enhance service delivery.

2.1.3 Expectancy Theory (Vroom, 1964)

Victor Vroom's Expectancy Theory, formulated in 1964, provides a robust framework for understanding how individuals make decisions based on their beliefs regarding the relationships between effort, performance, and outcomes (Vroom, 1964). This theory has been extensively studied and applied within the context of human capital management, particularly in the public sector, where enhancing employee motivation, performance, and job satisfaction is of paramount importance. Understanding how reward practices and employees' expectations influence performance is crucial for public organizations aiming to optimize their workforce capabilities.

Zajda, (2023) Expectancy refers to the belief that one's effort was to lead to the desired level of performance. Instrumentality is the belief that achieving this performance was to lead to specific outcomes or rewards. Valence represents the value an individual place on the anticipated outcomes.

Paauwe and Boselie (2005) argue that aligning human capital management practices such as performance management and reward systems with the key components of Expectancy Theory can significantly enhance employee engagement and productivity in public service organizations. When employees perceive a clear and achievable link between their efforts and

desired rewards, organizations can effectively motivate their workforce, thus improving overall performance.

Moynihan and Pandey (2007) underscore the critical role of clear performance goals, adequate resources, and supportive supervision in shaping public sector employees' perceptions of expectancy and instrumentality. When employees understand what is expected of them and have the necessary resources and support to perform their tasks, their motivation and effort levels increase. This aligns with Expectancy Theory's emphasis on clarifying the performance-reward relationship, which is essential for enhancing motivation and performance in public organizations.

Thusi, X. (2023) posits that public sector leaders must ensure that employees are aware of performance expectations and that these expectations are realistic and attainable. Additionally, providing the resources and support necessary for employees to achieve these goals is vital. When employees believe their efforts will lead to meaningful performance, their motivation to contribute positively to organizational objectives is heightened.

Taylor and Westover (2011) highlight that job characteristics, such as autonomy and task significance, positively impact the valence component of Expectancy Theory among public sector employees. When individuals perceive their work as meaningful and recognize a direct connection between their efforts and valued outcomes, their motivation and job satisfaction increase.

Johari, J., & Yahya, K. (2016) alludes that, enhancing job characteristics within the public sector can be achieved by designing roles that provide employees with greater autonomy and opportunities to contribute to significant projects. For example, allowing employees to have a

say in decision-making processes or providing them with opportunities to take on challenging tasks can boost their sense of ownership and investment in their work.

Moreover, when employees perceive their contributions as valuable and meaningful, their commitment to organizational goals strengthens, leading to better service delivery outcomes. Recognizing and communicating the importance of employees' roles in achieving broader organizational missions can further enhance their motivation.

Ansell, C., Sørensen, E., & Torfing, J. (2022) point out the unique challenges faced by public organizations, including political influences, budget constraints, and bureaucratic inertia. These factors can create a challenging environment for public sector employees, potentially diminishing their motivation and effectiveness.

Applying Expectancy Theory can guide the design of human capital management practices tailored to address these challenges. For instance, recognizing the impact of external factors on employee performance and implementing flexible reward systems that account for varying circumstances can enhance motivation. Gu et al. (2022) found that when employees perceive their workplace environment as supportive, it positively influences their performance. This aligns with the broader literature on employee motivation, which suggests that recognition plays a critical role in enhancing engagement and commitment.

Chen, P., Sparrow, P., & Cooper, C. (2016) emphasizes the significance of person-organization fit in the public service context. Aligning individual preferences and values with organizational goals and rewards enhances employees' perceived instrumentality and valence of outcomes, reinforcing the motivational principles of Expectancy Theory. Public sector organizations can benefit from recruiting individuals whose values align with the organization's mission and objectives. By ensuring that new hires are not only qualified but

also culturally aligned with the organization, public agencies can enhance the effectiveness of their human capital management practices. Employees who perceive a strong alignment between their personal values and their organization's mission are more likely to experience higher motivation, job satisfaction, and engagement.

Channell, M. (2021) Training initiatives that align with Expectancy Theory principles have been found to enhance employee motivation, skill development, and job satisfaction. Establishing clear connections between training efforts, improved job performance, and desirable outcomes can bolster employees' belief that their efforts were to lead to positive results. Implementing training programs that connect skill acquisition with career advancement and performance rewards can significantly enhance employee motivation to engage in professional development opportunities (Arulsamy et al., 2023). This approach not only enhances their capabilities but also reinforces the idea that investing effort in training was to yield tangible rewards, aligning with the core components of Expectancy Theory.

Recruitment strategies informed by Expectancy Theory can attract individuals who believe their skills and efforts were to lead to successful job performance and favorable outcomes. By communicating the organization's values, mission, and the potential for career development during the recruitment process, public sector agencies can attract candidates who are motivated and aligned with the organization's objectives Cassimy, E. (2023).

Talent management programs that integrate Expectancy Theory principles contribute to increased employee engagement, performance, and retention in the public sector. By offering clear development pathways and linking effort to career outcomes, public organizations can create an environment where employees are motivated to contribute effectively to

organizational success based on their expectations of rewards and career advancement opportunities.

Implementing mentoring programs that connect employees with experienced leaders can enhance skill development while providing insights into career progression within the organization. When employees see a clear pathway to advancement and understand the relationship between their efforts and the rewards they can attain, their motivation to perform at a high-level increase.

The public sector can design and implement human capital management practices that effectively motivate employees, enhance performance, and improve service delivery. By fostering a supportive work environment where employees are driven to excel, public organizations can align their efforts with organizational goals and achieve positive outcomes in the delivery of public services.

Organizations should focus on establishing transparent communication channels, ensuring that employees receive regular feedback on their performance and understand how their contributions impact organizational success. Additionally, creating a culture that values employee input and recognizes achievements can enhance motivation and engagement, leading to improved service delivery outcomes.

Vroom's Expectancy Theory provides a valuable framework for understanding employee motivation and performance in the public sector. By recognizing the significance of aligning human capital management practices with the components of Expectancy Theory expectancy, instrumentality, and valence public organizations can effectively enhance employee engagement, job satisfaction, and overall performance. This approach ensures that employees

are motivated to contribute positively to their organizations, resulting in improved public service delivery and organizational effectiveness.

2.2 Empirical Review

Human Capital Management (HCM) is crucial for enhancing public sector performance, particularly within the Kenyan public sector, where resource limitations, bureaucratic structures, and political dynamics present unique challenges. This review examines key HCM practices public sector performance measurement, employee training, reward management, talent retention, and recruitment to evaluate their impact on the effectiveness of Kenyan Semi-Autonomous Government Agencies (SAGAs) under the Ministry of Roads and Transport.

2.2.1 Public Sector Performance

Taylor (2021) denotes the complexities of assessing and enhancing performance within public sector organizations. She addresses challenges such as accountability, the influence of political dynamics, and the importance of aligning performance measures with public values. Taylor emphasizes that effective performance management systems are critical for improving service delivery and achieving governmental objectives, drawing on various frameworks and empirical studies to support her arguments.

According to Njuguna (2023), transformational leadership had a positive impact on employee incentives and job rotation in Kenya. These studies argue that for public sector organizations to thrive, performance audits and evaluation systems must focus not only on efficiency but also on broader outcomes like public trust and responsiveness. Karim (2019) highlighted the importance of knowledge-sharing behavior in organizational contexts. However, in the case of Semi-Autonomous Government Agencies (SAGAs), this behavior

has to be facilitated by effective training and reward systems to ensure that knowledge-sharing translates into tangible performance improvements.

In a Kenyan, research has highlighted how aligning HCM practices with performance measurement systems could improve the overall functioning of SAGAs under the Ministry of Roads and Transport. For instance, there is a significant positive relationship between performance planning systems, performance appraisal systems, and employee performance, improving service delivery and meeting policy objectives (Okero, 2021). Organizations that focus on employee development and recognition tend to see increased engagement levels (Sepahvand & Khodashahri, 2021). Providing opportunities for skill development, career progression, and mentoring indicates to employees that their growth is important. Furthermore, acknowledging and rewarding both significant and minor employee accomplishments elevates morale, motivation, and overall engagement, leading to improved organizational performance.

2.2.2 Employee Training Practices

Mwangi and Njoroge (2022) explored the role of employee training programs in improving service delivery in public agencies. The study employed a case study design, focusing on three large government institutions. The independent variables included training programs (independent) and service delivery metrics (dependent). The study found that continuous professional development significantly enhanced employees' technical skills, leading to improved service efficiency and customer satisfaction. The authors concluded that ongoing training is critical in achieving high service standards and recommended regular training assessments to ensure the relevance and effectiveness of training programs.

Training remains one of the most critical HCM practices. Bhatti (2020) found that workplace training is indirectly connected to job satisfaction through affective commitment and job performance in the public sector. The study demonstrated that organizational training boosts employees' commitment to their roles, enhancing job performance and leading to increased job satisfaction. The study's implications are explored, indicating that in developing countries like Kenya, targeted training programs addressing the specific needs of public service employees enhance service delivery and operational efficiency (Wekesa et al., 2023). This can be achieved through engaging employees in discussions and reviews to address the gap between performance expectations and actual performance.

Recent studies stress the importance of participating in professional training and development related to a lower risk of leaving current employment. Shiri (2023) found that continuing employee development or training opportunities are associated with increased intention to stay in a current job, decreased intention to leave a current job, decreased employee turnover intention, job change, or early retirement, and a faster return to work. Studies by Liang and Gong (2021) confirm that public sector organizations that implement continuous learning programs and provide opportunities for professional development tend to experience higher employee engagement and productivity. In Kenya, SAGAs that prioritize training aligned with emerging technological trends have shown marked improvements in operational efficiency (KIA, 2022).

2.2.3 Reward Management Practices

Reward management significantly influences motivation and productivity. In their study on Kenyan public sector employees, Otieno and Mutua (2023) found that non-financial rewards, such as recognition and career development, had a stronger motivational impact than

financial rewards. This finding is critical for SAGAs, where budgetary constraints often limit the extent of financial rewards available, suggesting a need to integrate more intrinsic rewards to enhance job satisfaction and motivation.

Ali et al. (2021) demonstrates that aligning rewards with organizational goals boosts retention and performance, emphasizing the importance of performance-based rewards that recognize both intrinsic and extrinsic motivators. Maldhani (2020) echoes this view, noting that performance-based rewards can foster engagement by making employees feel valued. In the context of Kenyan SAGAs, where budget constraints persist, balancing financial and non-financial rewards can provide a sustainable approach to improving employee engagement and performance.

In SAGAs, Andeyo (2021) found that competitive compensation and performance bonuses contribute to employee motivation. However, due to limited resources, the public sector often faces challenges in maintaining competitive financial rewards, highlighting the need for effective non-financial rewards, such as career progression opportunities and formal recognition programs, to improve employee morale.

2.2.4 Talent Retention Practices

Talent retention strategies are essential for maintaining a skilled workforce, especially in public sector organizations where turnover can disrupt service continuity. Kimani and Waweru (2021) investigated talent retention in SAGAs, revealing that organizations with structured retention programs reported lower turnover and higher productivity. This finding underscores the importance of career development frameworks, which help ensure continuity and sustainability in public services.

Mujtaba and Mubarik (2022) add that talent retention hinges on growth opportunities, work-life balance, and competitive compensation. In Kenya, retaining top talent in SAGAs requires organizations to adapt to the evolving expectations of their workforce, offering career advancement opportunities and fostering a supportive work environment (Kariuki & Wanyama, 2023). Mentorship programs and well-defined career pathways, as Sigilai (2019) observed, are critical retention tools, especially as private and international organizations often attract skilled public sector employees with better career prospects.

2.2.5 Employee Recruitment Practices

Effective recruitment processes are the foundation of successful HCM. In a study of public sector recruitment, Smith and Johnson (2020) demonstrated a positive correlation between structured recruitment practices and employee satisfaction and performance. Their findings suggest that aligning recruitment practices with organizational goals improves employee engagement and productivity. For SAGAs, competency-based recruitment can be particularly impactful, ensuring that hires are well aligned with the organization's delivery objectives.

Ritz et al. (2023) emphasize the importance of selecting employees with high public service motivation, noting that the unique demands of the public sector call for HRM practices that consider both general principles and sector-specific requirements. Mutiso (2023) argues that merit-based recruitment in the Kenyan public sector is essential for achieving effective governance and service delivery outcomes, as it promotes fairness and improves organizational performance by reducing politically motivated appointments.

Lenton (2021) found that competency-based assessments during recruitment improve selection outcomes by ensuring that candidates are both capable and motivated. For Kenyan

SAGAs, this approach aligns with long-term strategic goals and can be particularly valuable in selecting candidates who are committed to public service values and objectives.

2.3 Critique of Existing Literature

The existing literature on Human Capital Management (HCM) practices in the Kenyan public sector reveals significant insights but also exhibits notable shortcomings. Most studies emphasize the correlation between various HCM practices and overall performance, yet they often lack depth in analysis. For example, while Taylor (2021) outlines the importance of performance management systems, her work does not delve into the specific contextual challenges faced by Kenyan Semi-Autonomous Government Agencies (SAGAs), limiting its applicability to local circumstances. Furthermore, Njuguna (2023) highlights the role of transformational leadership in enhancing employee motivation; however, his analysis does not sufficiently explore how this leadership style can be effectively implemented within the constraints of the Kenyan public sector, where bureaucratic inertia often hinders change.

Moreover, studies like those conducted by Karim (2019) emphasize knowledge-sharing behaviour, yet they fail to connect these behaviours to tangible performance outcomes within the context of public sector agencies. This gap raises questions about the practical implications of fostering such behaviours in environments characterized by limited resources and high accountability standards. Additionally, while some literature discusses training programs (Mwangi & Njoroge, 2022; Shiri, 2023), there is often insufficient focus on the long-term impact of these programs on employee retention and job satisfaction in the unique public sector landscape of Kenya.

Another critical observation is the underrepresentation of non-financial rewards in motivating employees. Research by Otieno and Mutua (2023) indicates that while financial

rewards are essential, the emphasis on non-financial rewards, such as recognition and career development, remains undervalued in existing studies. This neglect may lead to incomplete understandings of employee motivation dynamics within public sector organizations.

2.4 Research Gaps

Despite the progress made in understanding HCM practices within the Kenyan public sector, several research gaps persist. First, there is a lack of comprehensive studies examining the integration of HCM practices with strategic objectives specific to SAGAs. Most current research tends to treat HCM practices in isolation rather than as interconnected components of a broader organizational strategy (Roba, Wachira, & Mwenda, 2023). This gap indicates a need for studies that explore how effective recruitment, training, and reward systems can be designed to collectively enhance performance.

Additionally, there is limited research focusing on the long-term effects of HCM interventions on employee retention rates in the context of public sector agencies. For instance, while studies like those by Mujtaba and Mubarik (2022) and Kimani and Waweru (2021) discuss talent retention strategies, they do not provide insights into how these strategies influence employee commitment over time, particularly in the face of external competitive pressures.

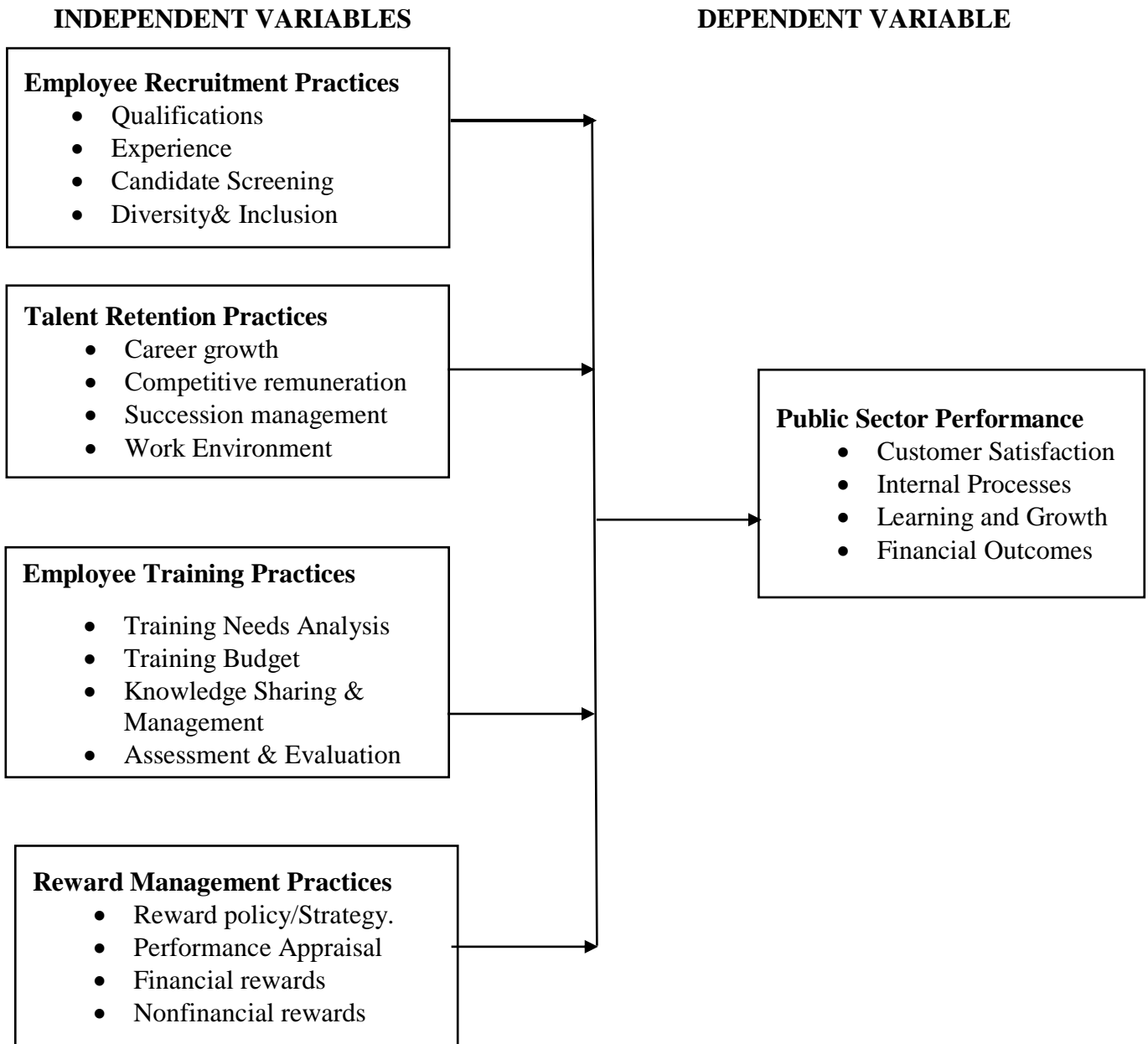
Another significant gap lies in understanding the contextual factors that influence the effectiveness of non-financial rewards. Existing literature, such as that by Andeyo (2021) and Ali, Bayad, and Anwar (2021), emphasizes the importance of these rewards but does not adequately address how cultural and organizational characteristics in Kenya impact their effectiveness. Further research is needed to explore how public sector organizations can tailor non-financial reward systems to align with employee expectations and local contexts.

Finally, while previous studies have acknowledged the significance of training programs in enhancing performance (e.g., Mwangi & Njoroge, 2022; Shiri, 2023), there remains a gap in examining the relationship between training effectiveness and its direct correlation with employee engagement and job satisfaction. This disconnect suggests a need for research that investigates not only the types of training programs offered but also their impact on employees' overall job experiences in SAGAs. Addressing these research gaps will contribute to a deeper understanding of HCM practices and their effects on public sector performance in Kenya, ultimately providing valuable insights for policymakers and public administrators

2.5 Conceptual Framework

The conceptual framework demonstrates the envisaged relationship between the study's variables.

FIGURE 1 :
Conceptual Framework



Source: (Researcher, 2024)

2.6 Operationalization of Variables

The researcher used this part to clearly show how each of the variables in his study was operationalized.

TABLE 1
Operational Variables

Variables	Type variable	ofOperational Indicators	Measure	Type of Scale
Employee Training Practices	Independent (X ₁)	<ul style="list-style-type: none"> • Training Needs Analysis • Training Budget • Knowledge Sharing & Management • Assessment & Evaluation 	5-point Likert Type Scale	Interval scale
Reward Management Practices	Independent (X ₂)	<ul style="list-style-type: none"> • Reward policy/Strategy. • Performance Appraisal • Financial rewards • Nonfinancial rewards 	5-point Likert Type Scale	Interval scale
Employee Recruitment Practices	Independent (X ₃)	<ul style="list-style-type: none"> • Qualifications • Experience • Candidate Screening • Diversity & Inclusion 	5-point Likert Type Scale	Interval scale
Talent retention Practices	Independent (X ₄)	<ul style="list-style-type: none"> • Career growth • Competitive remuneration • Succession management • Work Environment 	5-point Likert Type Scale	Interval scale

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter outlines the comprehensive methodology to be employed in the study, encompassing the research design, target population, sampling design, data collection instruments, data collection procedures, data analysis and presentation methods, as well as ethical considerations.

3.1 Research Design

The descriptive research design was chosen to describe the characteristics and relationships between human resource management practices and public sector performance among the selected government institutions, in Kenya. Descriptive research design was to help to show how information is collected, measured, and examined to achieve exploration goals (Copper and Schindler 2006). It was to address questions of when, what, who, and how (Kuada, 2012). The research design is expected to describe existing phenomena by asking people about their perceptions, attitudes, or values. The descriptive study was to help to determine the relationship between variables and allow quantitative analysis of the data (Mugenda and Mugenda, 2003).

3.2 Target Population

Cooper and Schindler (2006) defined a population as a group of individuals or objects sharing a common characteristic that a researcher aims to focus on during a study. The target population for this study would be all the Semi-Autonomous Government Agencies (SAGA's) in the Ministry of Roads and Transport Kenya. According to the 2024 report from the Ministry of Roads on the Ministry website, the Ministry has 18 Semi-autonomous Government Agencies. The unit of observation was to be heads of human resource

management, and two other departmental managers as they have adequate knowledge and experience in human resource practices (Owino, 2013; Arango, 2014).

The target population for this study consists of the Semi-Autonomous Government Agencies (SAGAs) in the Ministry of Roads and Transport in Kenya. The focus was to be on the heads of human resource management (HR), as well as two other departmental heads within each SAGA, specifically from the finance/accounting and technical departments. These managers were chosen because they have experience and knowledge related to human capital management and are involved in decision-making processes that directly impact employee performance.

The HR managers are selected because they are responsible for overseeing human capital management practices, including recruitment, training, and reward systems, which are central to this study. Two additional departmental managers are included to capture a broader perspective on the implementation of human capital management practices. The finance and technical departments were chosen because they typically interact closely with HR functions, especially in performance management and employee retention. Finance managers provide insights into budgeting for human capital, and technical department heads focus on skills development and employee performance, making their perspectives valuable for understanding how HR practices affect overall performance.

Head of Human Resource Management provides insights into employee recruitment, retention, training, and reward management practices. The Head of Finance & Accounts is responsible for budgeting and financial planning related to employee compensation, training budgets, and reward systems. And Finally, the Head of the Technical Department provides

insights on talent retention, skill development, and performance appraisals specific to the technical staff.

3.3 Sampling and Sampling Procedure

Creswell suggests that a census is appropriate when the population is small enough to feasibly gather data from everyone, allowing for comprehensive results without the biases that sampling might introduce Creswell, J. W. (2014). All the eighteen (18) SAGAs under the Ministry of Roads and Transport were included in the study since the number of SAGAs is small and manageable, the researcher was to gather data from the entire population rather than selecting a sample. This ensures that the findings are comprehensive and representative of the entire population of SAGAs within the ministry.

The selection of two other departmental heads, specifically from the finance and technical departments, is intentional to diversify the perspectives on human capital management practices beyond the HR function. These managers play a crucial role in resource allocation, staff development, and performance assessments, all of which are key to understanding the relationship between human capital management and organizational performance. The sample size was to include three heads of HRM, Finance & Accounts and Technical Departments in all eighteen SAGAs as indicated below.

Table 3 1
Target Population

Category of Management	Number of SAGA's (Target Population)	Sample Size (1*18)
Head of Human Resource Management	18	18
Heads of Finance & Accounts	18	18
Head of Technical Department	18	18
Total	18	54

3.4 Research Instrument

Kumar (2009) suggested that data collection methods are researchers' methods of collecting data related to studies. The Researcher was to collect primary data for the study. The primary data was to be collected using semi-structured questionnaires. Questionnaires are research tools for collecting information on large samples (Creswell, 2003). A self-administered questionnaire was to be used to collect information from three departmental heads in SAGA's. The researcher was to request the departmental heads to fill out the questionnaire and be collected later for further processing. To facilitate the data collection procedures, researchers requested an introduction letter from the University.

3.5 Pilot Test

A Pilot Test was carried out to test the Validity and Reliability of the research instruments. Validity refers to the accuracy and meaningfulness of inferences based on research results. Since this study used a descriptive research design, the findings can be generalized to the public sector institutions across Kenya, thereby ensuring external validity. The validity of the content focuses on whether the content of the questionnaire really reflects the concepts that

should be measured such as human capital and performance. The validity of an instrument refers to the extent to which it accurately reflects the topic of research (Knapp & Mueller, 2010). There are various forms of validity. Two main dimensions are the validity of construction and content.

The validity of the content is presented in two stages: judgement and development. If this is found to be irrelevant, it was to be automatically replaced (Berkowitz & Fang, 2012). The establishment of the validity of the content involves two stages: the assessment stage: experts review the questionnaire to see whether it covers the intended topic in a comprehensive manner. The researcher could consult his supervisor to help ensure that the questionnaire captures the correct information. Development phase: The questionnaire is refined based on expert review. Uncertain or irrelevant questions have been removed or rephrased to improve clarity and focus on collecting targeted data. Cronbach's Alpha is a statistic that is used to evaluate internal consistency. In simpler terms, it checks if all questions in a specific section of the survey measure the same basic concept. Researchers applied Cronbach Alpha to several sections to ensure that these sections are reliable. The Alpha score ranges from 0 to 1, and higher values indicate greater internal coherence. The Cronbach Alpha range from 0.7 to 1 is acceptable with 0.7 being the minimum for good reliability.

3.6 Data collection procedure

Data collection involves the implementation of procedures to obtain relevant responses from study participants. The process of collecting information from participants was to begin after KCA University has approved the research proposal. The university's authorization letter allows the researcher to move forward. The aim of the study was to collect participant data through questionnaires. These surveys are conducted in two ways: in person and via e-mail

online/electronic. Individual questionnaires were to be sent to participants for completion at their convenience, and collection was to be scheduled after two days. At the same time, electronic questionnaires are sent to participants via e-mail and returned to the researcher for encoding and analysis. To collect data efficiently, the researcher hired two trained assistants to understand the objectives of the study, the questionnaire used, and the ethical guidelines. The questionnaire is distributed directly to participants by researchers and assistants. They were to explain the type of research needed and the type of information. Participants have two weeks to complete the questionnaire at their own pace. Once completed, the questionnaires were to be collected for analysis.

3.7 Data Processing and analysis

The researcher was to analyse data to answer research questions on the effect of human resource management practices on the performance of SAGA's (Kothari, 2012). Before analyzing the actual data with SPSS software, the data is cleaned, tested for accuracy, and coded. Then, the researcher was to use descriptive statistics (percentage, mean, etc.) to summarize questionnaire data using SPSS. To understand the relationship between HCM practices and public sector performance, a regression model was to be used. This was to help to assess the influence of independent variables (HCM practices) on dependent variables (public sector performance). The detailed details of the regression model are shown below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where;

Y = Public Sector Performance

X1 = E-Talent retention practices

X2 = E-Training management practices

X3 = E-Employee Recruitment practices

X4 = E-Reward management practices

β_0 = Constant Term;

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta coefficients;

ε = Error Term

3.8 Diagnostic Test

The study was to conduct tests for normality, multicollinearity, and heteroscedasticity. These diagnostics were performed to ensure that the regression analysis does not produce spurious results.

3.8.1 Normality test

According to the Gauss-Markov Theorem, for the coefficients of the regression analysis to be the best linear unbiased estimators, the residuals must be normally distributed with constant variance and a mean of zero. A P-P plot was used to test the normality of residuals. If the plot is linear, it indicates that the residuals follow a normal distribution.

3.8.2 Multicollinearity

A multicollinearity test was to be used to determine if a data set of two or more independent variables in a multiple regression model is highly correlated (Matthew & Ross, 2014). Multicollinearity was to be tested using variance inflation factor VIF. Multicollinearity was found present if VIF value is above 10. This is according to Alin, (2010) who indicated that where

VIF \geq 10 indicates presence of multi-collinearity.

3.8.3 Heteroscedasticity

According to Muller and Stadtmuller (2016), heteroscedasticity assigns equal weight to all observations, leading to biased standard errors and potentially incorrect conclusions when testing hypotheses. To detect heteroscedasticity in the collected data, the Breusch-Pagan test was to be utilized. The rule of thumb is that the data is homoscedastic and was to be tested at a 0.05 significance level. If the p-value is greater than the critical value of 0.05, it was to be concluded that the data does not exhibit heteroscedasticity.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

This chapter starts with the study analysis and research findings discussion. The primary objective of this study research was to investigate the human capital management practices on the performance of the public service sector in Kenya. More precisely, this chapter includes the results from tests on the response rates, descriptive statistics, inferential statistics, and diagnostic evaluations.

4.1 Response Rate

A total of 54 questionnaires were given to the respondents who were sampled using the research assistants. After the study data collection exercise, it was found that only 46 respondents had filled in the questionnaires in totality and submitted for further investigation analysis. Therefore, the overall response rate was 85%. According to Kothari (2014), a response rate of 50% or higher is considered satisfactory for a study in social sciences research.

4.2 Background Information Analysis

The study analyses the respondent's background information like the gender, age, educational background, experience and department of work so as to gain more understanding and insights of the respondents.

4.2.1 Distribution of the Respondents by Gender

The study evaluated the gender distribution among the respondents, and below are the findings.

TABLE 4 1:
Gender of the Respondents

Gender	Frequency	Percent
Male	27	59
Female	19	41
Total	46	100

According to the findings as indicated in the table 4.2, majority were male with 59% while female was 41%. This communicates that the male gender are more than women at the public service sector in Kenya.

4.2.2 Distribution of the Respondents by Age

The study aimed to identify the age distribution of the respondents. The results are shown in Table 4.3 below.

TABLE 4 2:
Age of the Respondents

Age	Frequency	Percent
21-30 Years	5	11
31-40 Years	22	48
41 - 50 Years	12	26
51 - 65 Years	7	15
Over 66 Years	0	0
Total	46	100

According to the data presented in Table 4.3, it indicated that 21-30 Years were 11%, 31-40 Years were the majority with 48%, 41 - 50 Years were 26%, 51 - 65 Years were 15% and none aged Over 66 Years.

4.2.3 Distribution of the Respondents by highest level of Education

The study sought to assess the distribution of the respondents by the highest level of Education and the findings are presented in Table 4.4 below.

**TABLE 4 3:
Highest level of education**

Category	Frequency	Percent
Diploma	2	4
Bachelor's Degree	17	37
Masters	25	55
Ph.D.	2	4
Total	46	100

According to the findings it was revealed that a majority of 55% respondents were the Masters holders, Bachelor's Degree holders were 37% while the Diploma and PhD holders were 2% each.

4.2.4 Distribution of the Respondents by Years of experience in the organization

The study sought to assess the distribution of the respondents by the period they had been working in the public service organizations. The results are shown in Table 4.5 below.

TABLE 4 4:
Years of experience in the organization

Category	Frequency	Percent
Below 10	24	52
11-20	13	28
21-30	5	11
Above 30	4	9
Total	46	100

According to the findings it was revealed that a majority of 52% respondents were below 10 years' experience, 11-20 years were 28% while 21-30 years were 11% and above 30 years were 9%.

4.2.5 Distribution of the Respondents by department of deployment

The study sought to assess the distribution of the respondents by the department of their deployment in the public service organizations. The results are shown in Table 4.6 below.

TABLE 4 5:
Department of deployment

Category	Frequency	Percent
HR & ADMIN	17	37
Finance & Accounts	11	24
Technical Department	18	39
Total	46	100

According to the findings, it was revealed that the majority, 39% of respondents, were Technical Department, HR & Administration, 37% and finally Finance & Accounts were 24% of the total respondents.

4.3 Descriptive Statistics

The data was collected using a questionnaire with 5-point Likert scale and administered on respondents so that they indicated the extent to which they agreed or disagreed with specific objective statements. The descriptive data from the 46 respondents were then presented in tabular format.

4.3.1 Organization performance

The study focused on organization performance as the dependent variable. Table 4.5 provides descriptive statistics derived from the responses of 46 participants. These statistics highlight the mean values and variability, represented by standard deviations, for questions related to organization performance.

TABLE 4 6:
Descriptive Statistics on organizational performance

Statement	N	Mean	Std. Dev.
Am satisfied with the quality of services provided by the agency	46	3.565	0.91
The agency's processes are designed to meet customer needs effectively	46	3.739	0.88
The agency invests in new technology or innovative approaches to improve its services	46	3.630	0.93
The agency's financial resources are sufficient to meet its goals and objective	46	2.761	1.14
N	46		

According to the descriptive statistics above it was found that most respondents agreed that they are satisfied with the quality of services provided by the agency with a mean of 3.565 and a standard deviation of 0.91. Also, the majority agreed that the agency's processes are designed to meet customer needs effectively with a mean of 3.739 and a standard deviation of 0.88. It was also found that most respondents agreed that the agency invests in new technology or innovative approaches to improve its services with a mean of 3.63 and a standard deviation of 0.93. Finally, it was found that the majority disagreed that the agency's financial resources are sufficient to meet its goals and objectives with a mean of 2.761 and standard deviation of 1.14.

4.3.2 Employee Training

The study focused on employee training as an independent variable. Table 4.6 provides descriptive statistics derived from the responses of 46 participants. These statistics highlight the mean values and variability, represented by standard deviations, for questions related to employee training.

TABLE 4 7:
Descriptive Statistics on employee training

Statement	N	Mean	Std. Dev.
There is a need for additional training to perform my job effectively.	46	4.174	1.23
My organization provides training that is relevant to my specific job role.	46	3.652	0.85
I prefer online training to traditional classroom training.	46	3.000	1.10
The training needs analysis process in my organization is effective.	46	3.326	1.08
N	46		

According to the descriptive statistics above it was found that most respondents agreed that there is a need for additional training to perform my job effectively with a mean of 4.174 and standard deviation of 1.23. Most of the respondents agreed that their organization provides training that is relevant to my specific job role with a mean of 3.652 and standard deviation of 0.85. The majority of respondents indicated that they prefer online training to traditional classroom training with a mean of 3 and standard deviation of 1.1. Finally, it was found that training needs analysis process in their organization is effective with a mean of 3.326 and standard deviation of 1.08.

4.3.3 Reward Management Practices

The study focused on reward management practices as the independent variable. Table 4.6 provides descriptive statistics derived from the responses of 46 participants. These statistics highlight the mean values and variability, represented by standard deviations, for questions related to reward management.

TABLE 4 8:
Descriptive Statistics on Reward Management

Statement	N	Mean	Std. Dev.
The organization's reward policy is clear to me.	46	3.326	1.12
Financial incentives are linked to my performance.	46	2.804	1.33
Nonfinancial rewards, such as recognition and career development, are important to me.	46	4.543	0.59
Recognition programs in my organization motivate me to perform better.	46	3.652	1.27
N	46		

According to the descriptive statistics above it was found that most respondents agreed that the organization’s reward policy is clear to them with a mean of 3.326 and standard deviation of 1.12. The majority of the respondents disagreed that financial incentives are linked to their performance with a mean of 2.804 and standard deviation of 1.33. Most of the respondents strongly agreed that nonfinancial rewards, such as recognition and career development, are important to them with a mean of 4.543 and standard deviation of 0.59. Finally, it was found that the majority of respondents agreed that recognition programs in my organization motivate me to perform better with a mean of 3.652 and standard deviation of 1.27.

4.3.4 Employee Recruitment Practices

The study focused on employee recruitment as an independent variable. Table 4.9 provides descriptive statistics derived from the responses of 46 participants. These statistics highlight the mean values and variability, represented by standard deviations, for the questions related to employee recruitment.

**TABLE 4 9:
Descriptive Statistics on Employee Recruitment**

Statement	N	Mean	Std. Dev.
The clarity of qualification requirements for job positions is satisfying.	46	3.847	1.01
I felt welcome during the recruitment and onboarding process.	46	3.978	0.86
The screening process identifies the most suitable candidates for further evaluation.	46	3.739	0.93
The organization effectively communicates the experience requirements in job postings.	46	4.087	0.82
N	46		

According to the descriptive statistics above it was found that most respondents agreed that clarity of qualification requirements for job positions is satisfying with a mean of 3.847 and standard deviation of 1.01. The majority of respondents agreed that they felt welcome during the recruitment and onboarding process with a mean of 3.978 and standard deviation of 0.86. Most of the respondents agreed that the screening process identifies the most suitable candidates for further evaluation with a mean of 3.739 and standard deviation of 0.93. Finally, the majority strongly agreed that their organization effectively communicates the experience requirements in job postings with a mean of 4.087 and standard deviation of 0.82.

4.3.5 Talent retention practices

The study focused on talent retention as the independent variable. Table 4.9 provides descriptive statistics derived from the responses of 46 participants. These statistics highlight the mean values and variability, represented by standard deviations, for questions related to talent retention.

**TABLE 4 10:
Descriptive Statistics on Employee Recruitment**

Statement	N	Mean	Std. Dev.
The work environment supports my productivity and well-being.	46	3.456	1.07
My organization recognizes employees' efforts regularly.	46	3.043	1.03
The support provided for professional development is adequate.	46	3.043	1.01
Opportunities for mentorship and coaching are available to support career growth.	46	2.870	1.19
N	46		

According to the descriptive statistics above it was found that most respondents agreed that the work environment supports my productivity and well-being with a mean of 3.456 and standard deviation of 1.07. The majority of the respondents agreed that their organization recognizes employees' efforts regularly with a mean of 3.043 and standard deviation of 1.03. Most of the respondents agreed that the support provided for professional development is adequate in their organization with a mean of 3.043 and standard deviation of 1.01. Finally, the majority disagreed that the opportunities for mentorship and coaching are available to support career growth in their organization with a mean of 2.87 and standard deviation of 1.19.

4.3.6 Correlation analysis

This section in this chapter outlines the results of the correlation and regression analyses. The primary objective of the study was to identify whether any relationships existed between the variables under investigation in the process of examining human capital management practices on the performance of the public service sector in Kenya. A correlation analysis was conducted to examine the nature of the relationship between independent and dependent variables. The correlation results are presented in Table 4.10 below.

TABLE 4 11:
Correlation analysis

		Correlations				
		Organisation Performance	Employee Training	Reward Management	Talent Retention	Employee Recruitment
Pearson Correlation	Organisation Performance	1.000	.561	.716	.692	.692
	Employee Training	.561	1.000	.389	.470	.411
	Reward Management	.716	.389	1.000	.632	.507
	Talent Retention	.692	.470	.632	1.000	.653
	Employee Recruitment	.692	.411	.507	.653	1.000

According to the findings presented in table 4.10, there was a positive and statistically significant correlation between organization performance and employee training, 0.561. There was a highly positive and statistically significant correlation between organization performance and reward management, 0.716. There was a highly positive and statistically significant correlation between organization performance and talent retention, 0.692. There was a highly positive and statistically significant correlation between organization performance and employee recruitment, 0.692. There was a positive and statistically significant correlation between employee training and reward management, 0.389. There was a positive and statistically significant correlation between talent retention and employee training, 0.470. There was a positive and statistically significant correlation between employee training and reward management, 0.389. There was a highly positive and statistically significant correlation between talent retention and reward management, 0.632. There was a highly positive and statistically significant correlation between employee

recruitment and reward management, 0.507. All variables have a p Value of less than 5% therefore they were statistically significant.

4.3.7 Regression Analysis

In this study research, multiple regression analysis was employed. The objective of the regression analysis was to create a model summary, conduct an analysis of variance (ANOVA), and calculate the regression coefficients.

The model Summary

The model summary consists of R. value, R square value, Adjusted R Squared Value, and a standard error of the estimate.

TABLE 4 12:
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Change Statistics		Sig. F Change	Durbin-Watson
							df1	df2		
1	.844 ^a	.712	.684	.44147	.712	25.325	4	41	.000	1.709

a. Predictors: (Constant), EMPLOYEE RECRUITMENT, EMPLOYEE TRAINING, REWARD MANAGEMENT, TALENT RETENTION

b. Dependent Variable: ORGANISATION PERFORMANCE

According to the model summary, the R square is 0.712 which indicated that the independent variables in the model were able to explain 71.2% of the changes in the employee performance which was the dependent variable while the balance of 28.8% was not covered by the model but influenced by other factors not included in the model.

4.3.8 Analysis of variance

To find the overall goodness of fit of the model analysis of variance was carried out. It was found that F-statistics were 25.325 with a p-value of 0.000. From this result we conclude that F computer is more critical than F , and the P-value is less than 0.05. Hence the model is statistically significant to predict the public service performance, and the results are presented in the table below.

TABLE 4 13:
Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.743	4	4.936	25.325	.000 ^b
	Residual	7.991	41	.195		
	Total	27.734	45			

a. Dependent Variable: ORGANISATION PERFORMANCE

b. Predictors: (Constant), EMPLOYEE RECRUITMENT, EMPLOYEE TRAINING, REWARD MANAGEMENT, TALENT RETENTION

4.3.9 Regression Coefficients

The regression coefficients indicate the effect of the independent variables on the dependent variable when one variable unit changes and the intercept coefficient of the regression equation.

**TABLE 4 14:
Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero	Partial	Partial	
1(Constant)	-.565	.453		-1.249	.219	-1.480	.349				
EMPLOYEE TRAINING	.272	.123	.214	2.216	.032	.024	.520	.561	.327	.186	
REWARD MANAGEMENT	.369	.107	.382	3.460	.001	.154	.585	.716	.475	.290	
TALENT RETENTION	.132	.117	.144	1.128	.266	-.104		.692	.174	.095	
EMPLOYEE RECRUITMENT	.331		.119	.316	2.790	.008	.091	.571	.69	.399	.234

The model was: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ where **Y** represents Public Sector Performance, **B0** is the intercept, **X1** denotes Training management practices, **X2** stands for Reward management practices, **X3** represents Talent retention practices and **X4** represents Employee Recruitment practices and finally ϵ accounts for the error term while β_1 , β_2 , β_3 and β_4 are the coefficients of the independent variables.

$$Y = -0.565 + 0.272X_1 + 0.369X_2 + 0.132X_3 + 0.331X_4$$

Assuming all variables are held constant, the dependent variable which is public service performance from the linear equation will always pass at an interception on y-axis at point -0.565 which is a constant and will always remain the same. The negative intercept has no

economic interpretation. A unit increase in employee training leads to 0.272 units increase in public service performance and it is statistically significant, p value=0.032 since it is less than 0.05. A unit increase in reward management practices leads to 0.369 units increase in public service performance and it is statistically significant, p value=0.001 since it is less than 0.05. A unit increase in talent retention practices leads to a 0.132 unit increase in public service performance and it is not statistically significant as per the model, p value=0.226 since it is greater than 0.05. A unit increase in employee recruitment practices leads to a 0.331 unit increase in public service performance and it is statistically significant, p value=0.008 since it is less than 0.05.

4.4 Hypotheses Tests

4.4.1 H01: Training management practices has no significant effect on public service performance

The study sought to test the hypothesis above and it found a P-value of 0.032 which is less than 0.05 and the coefficient of the independent variable is 0.272. Therefore, we reject the null hypothesis and conclude that employee training has a significant effect on the public service performance. ($\beta_1 = 0.272$, $p = 0.032 < 0.05$).

4.4.2 H02: Reward management practices have no significant effect on public service performance

The study sought to test the hypothesis above and it found a P-value of 0.001 which is less than 0.05 and the coefficient of the independent variable is 0.369. Therefore, we reject the null hypothesis and conclude that reward management practices have a significant effect on public service performance. ($\beta_1 = 0.369$, $p = 0.001 < 0.05$).

4.4.3 H03: Talent retention practices have no significant effect on public service performance

The study sought to test the hypothesis above and it found a P-value of 0.226 which is less than 0.05 and the coefficient of the independent variable is 0.132. Therefore, we reject the null hypothesis and conclude that talent retention practices have no significant effect on public sector performance. ($\beta_1 = 0.132$, $p = 0.226 > 0.05$).

4.4.4 H04: Employee Recruitment practices have no significant effect on public sector performance.

The study sought to test the hypothesis above and it found a P-value of 0.008 Which is less than 0.05 and the coefficient of the independent variable is 0.331. Therefore, we reject the null hypothesis and conclude that employee recruitment practices have a significant effect on public service performance. ($\beta_1 = 0.331$, $p = 0.008 < 0.05$).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter discusses the research findings summary, recommendations and recommendations for future research.

5.1 Summary of the findings

According to the research findings on assessing on human capital management practices on the performance of the public service sector in Kenya. The successful field research which was obtained from a response rate of 85% and majority were male with 59% while female was 41%. The majority were aged 31-40 Years with 48%, 41 - 50 Years were 26%, 51 - 65 Years were 15%, 21-30 Years were 11%, and none aged Over 66 Years. The majority of 55% respondents were the master's holders, Bachelor's Degree holders were 37% while the Diploma and PhD holders were 2% each. According to the findings it was revealed that a majority of 52% respondents were below 10 years' experience, 11-20 years were 28% while 21-30 years were 11% and above 30 years were 9%. The majority of 39% of respondents were Technical Department, HR & Administration were 37% and finally Finance & Accounts were 24% of the total respondents.

5.1.1 Employee Training and Public Service performance

On evaluating the effect of employee training and public service performance in Kenya it was found that most employee need an additional training to perform my job effectively and it was also found that organization provides training that is relevant to my specific job role. The majority of employees indicated that they prefer online training to traditional classroom training. Finally, it was found that training needs analysis process in their organization is effective.

According to the correlation analysis, it was found that there was a positive and statistically significant correlation between organization performance and employee training. The regression analysis indicated that a unit increase in employee training leads to 0.272 units increase in public service performance and it is statistically significant, p value=0.032 since it is less than 0.05.

5.1.2 Reward Management and Public service performance

On assessing the effect of reward management on public service performance in Kenya, it was found that organization's reward policy is clear to them and financial incentives are linked to their performance. The non-financial rewards, such as recognition and career development, are important and recognition programs in my organization motivate me to perform better.

According to the correlation analysis, it was found that there was a highly positive and statistically significant correlation between organization performance and reward management. The regression analysis indicated that a unit increase in reward management practices leads to 0.369 units increase in public service performance and it is statistically significant, p value=0.001 since it is less than 0.05.

5.1.3 Employee recruitment and Public service performance

On evaluating the effect of employee recruitment on public service performance in Kenya, it was found that clarity of qualification requirements for job positions is satisfying and employees felt welcomed during the recruitment and onboarding process. Also, it was found that the screening process identifies the most suitable candidates for further evaluation and finally the majority strongly agreed that their organization effectively communicates the experience requirements in job postings.

According to the correlation analysis, it was found that there was a highly positive and statistically significant correlation between organization performance and employee recruitment. The regression analysis indicated that a unit increase in talent retention practices leads to a 0.132 unit increase in public service performance and it is not statistically significant as per the model, p value=0.226 since it is greater than 0.05.

5.1.4 Talent retention and Public service performance

On assessing the effect of the talent on the public service performance it was found that that work environment supports my productivity and well-being, and that organization recognizes employees' efforts regularly while their support for professional development is adequate in their organization and finally it was found that the opportunities for mentorship and coaching are available to support career growth in their organization.

According to the correlation analysis, it was found that there was a highly positive and statistically significant correlation between organization performance and talent retention. The regression analysis indicated that a unit increase in employee training leads to a 0.331 unit increase in public service performance and it is statistically significant, p value=0.008 since it is less than 0.05.

5.2 Conclusions

From the study findings the following conclusion can be drawn Employee training has a significant effect on the public service performance. The reward management practices have a significant effect on the public service performance. The talent retention practices have no significant effect on the public service performance. The employee recruitment practices have a significant effect on public service performance.

5.3 Recommendations

From the above findings and conclusion, the researcher made the following policy recommendations:

Employee Training and Public sector performance

To enhance public service performance, the government should prioritize regular and comprehensive training for employees. Tailored training programs that address job-specific skills and emerging trends in public service delivery will improve employee competence and productivity. Additionally, implementing a continuous learning culture will ensure employees stay updated with the latest policies, technologies, and best practices.

Reward management practices

Establishing a transparent and fair reward management system is crucial for motivating public service employees. Incentives such as performance bonuses, promotions, and recognition programs can drive better performance. The reward system should be linked to measurable performance outcomes to ensure that high achievers are appropriately acknowledged, while also encouraging underperformers to improve.

Talent retention practices

The public sector should focus on retaining skilled and experienced employees by creating a supportive work environment, offering competitive salaries, and providing career growth opportunities. Policies that promote work-life balance, mentorship, and long-term career planning can help reduce turnover and ensure that the public service retains its most talented individuals.

Employee recruitment practices

Implementing merit-based recruitment processes will ensure that the public service attracts qualified and competent individuals. A transparent, fair, and competitive recruitment process will not only enhance the quality of public service delivery but also promote equity and inclusiveness in hiring. Moreover, the recruitment practices should be regularly reviewed and adapted to meet the evolving needs of the public sector.

By adopting these policy recommendations, the Kenyan public service can improve its overall performance, resulting in more effective and efficient service delivery to the public.

5.4 Limitations of the Study

The study faced several challenges, with the main ones highlighted below:

The study may have focused on specific public service institutions in Kenya, which could limit the generalizability of the findings. Public service organizations vary in terms of size, structure, and operational context, so the results may not apply uniformly across all sectors of the public service in Kenya or in other countries.

If the study had a relatively small or non-representative sample size, it may not fully capture the diversity of experiences or challenges faced by public service employees across Kenya. A limited sample might affect the reliability of the findings and restrict the ability to draw broader conclusions about the effectiveness of the practices studied in improving performance.

Since the study likely relied on survey data or self-reported measures from employees, responses could be influenced by individual biases or perceptions. Employees may overestimate their performance or the effectiveness of certain practices, leading to potential

inaccuracies in the data. This subjective nature of the data could affect the objectivity of the conclusions.

The study may have focused primarily on internal organizational factors (training, rewards, retention, and recruitment) without fully considering external factors that also influence public service performance. External elements such as political influences, government policies, economic conditions, or resource constraints might play a significant role in shaping employee performance but may not have been adequately accounted for in the study.

The study might have been conducted over a limited period, making it difficult to assess the long-term impact of employee training, reward systems, retention strategies, and recruitment practices on public service performance. Some practices may take time to show tangible results, and a short study period might not fully capture these delayed effects.

Employee behavior and organizational practices in Kenya's public sector are influenced by cultural and contextual factors, such as traditional values, hierarchical structures, or local customs. The study may not have fully accounted for these factors which can affect the implementation and effectiveness of the policies being examined.

Addressing these limitations in future studies could provide a more comprehensive understanding of how employee training, reward management, talent retention, and recruitment practices affect public service performance in Kenya.

5.5 Recommendations for Future Research

Future research should focus on conducting longitudinal studies which would help in understanding the long-term effects of employee training, reward management, talent retention, and recruitment practices on public service performance. Such studies can track

changes over time and provide insights into the sustainability and enduring impact of these practices on employee performance and organizational effectiveness.

Future research should consider using a mixed-methods approach, combining quantitative data with qualitative insights from interviews or focus groups. This approach will provide a deeper understanding of employee experiences and perceptions, helping to explain the quantitative results and offering richer insights into how and why certain practices are more effective than others.

Future studies should investigate how external factors, such as government policies, political changes, economic conditions, and resource allocation, interact with internal organizational practices to affect public service performance. This would provide a more holistic view of the challenges and opportunities in improving performance within the public sector.

Future research should consider comparative studies across different sectors within the public service (e.g., health, education, security) can provide valuable insights into how the effectiveness of these practices may vary across different types of services. Understanding sector-specific differences will help in tailoring policies and interventions to meet the unique needs of each sector.

Future studies should also investigate the role of employee well-being, job satisfaction, and work-life balance in relation to talent retention and reward management. This could provide valuable insights into non-monetary factors that contribute to employee motivation, retention, and performance.

Future research should explore the influence of organizational culture and local cultural norms on the effectiveness of employee training, rewards, retention, and recruitment

practices. Investigating how cultural and contextual factors impact employee behavior and organizational outcomes can inform more culturally sensitive and contextually appropriate strategies.

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QUESTIONNAIRE

SECTION ONE: BACKGROUND OF RESPONDENTS

Kindly tick in the boxes as appropriate

1. What is your gender?

Male_

Female_

2. What is your age?

Below 29 years

30 – 39 Years

40 – 49 Years

50 years and more

3. Highest Education qualifications?

Diploma

Bachelor's

Master PhD

4. Years of experience in the organization

Below 10

11-20

21-30

Above 30

5. Specify the department of your deployment?

HR &ADMIN

Finance & Accounts

Technical Department

SECTION TWO: EMPLOYEE TRAINING

1-Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree

	1	2	3	4	5
1	There is a need for additional training to perform my job effectively.				
2	My organization provides training that is relevant to my specific job role.				
3	I prefer online training to traditional classroom training.				
4	The training needs analysis process in my organization is effective.				

SECTION THREE: REWARD MANAGEMENT

1-Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree

	1	2	3	4	5
1	The organization's reward policy is clear to me.				
2	Financial incentives are linked to my performance.				
3	Nonfinancial rewards, such as recognition and career development, are important to me.				
4	Recognition programs in my organization motivate me to perform better.				

SECTION FOUR: EMPLOYEE RECRUITMENT

1-Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree

	1	2	3	4	5
1	The clarity of qualification requirements for job positions is satisfying.				
2	I felt welcome during the recruitment and onboarding process.				
3	The screening process identifies the most suitable candidates for further evaluation.				
4	The organization effectively communicates the experience requirements in job postings.				

SECTION FIVE: TALENT RETENTION

1-Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree

	1	2	3	4	5
1	The work environment supports my productivity and well-being.				
2	My organization recognizes employees' efforts regularly.				
3	The support provided for professional development is adequate.				
4	Opportunities for mentorship and coaching are available to support career growth.				

SECTION 5: ORGANISATION PERFORMANCE

1-Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly Agree

	1	2	3	4	5
1	Am satisfied with the quality of services provided by the agency				
2	The agency's processes are designed to meet customer needs effectively				
3	The agency invests in new technology or innovative approaches to improve its services				
4	The agency's financial resources are sufficient to meet its goals and objective				



UNIVERSITY

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SCHOOL OF GRADUATE STUDIES AND RESEARCH

FORM A-4

Proposal Correction Form


Student's name: EMMANUEL WANTAMA BIKWA MATHUD

Student Number: 23/00273

Supervisor's Name: DR. WYCLIFFE NYARIBO

I confirm that the above-named student has made the necessary corrections to his/her Proposal as required by the Proposal Defense Panel. I have approved these corrections as the student's supervisor.

The corrected Proposal must be submitted to the School of Graduate Studies. For major revisions, this form should be at least seven days before the scheduled defense date.

SIGNED 

Supervisor

11/10/24 _____

Date

8-2011