

International Journal of Management and Leadership Studies

2024; 5(1): 231-243

ISSN 2311-7575

EFFECT OF HUMAN RESOURCE CAPABILITIES ON PERFORMANCE OF COMMUNITY EMPOWERMENT PROJECTS IN KWALE COUNTY, KENYA

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ABSTRACT

This study examined the effect of financial resources on the performance of community empowerment projects in Kwale County, Kenya. A descriptive research design was used with a target of 133 community empowerment projects within Kwale County. The variable relationship was determined through a regression model. The target population comprised 133 community empowerment projects in Kwale County, categorized into various programs including crop development, livestock production, fisheries, and community loaning projects. Stratified random sampling was employed and a sample size of 67, representing 50% of the target population, was selected. The study found that human resource capabilities significantly influence the success of community empowerment projects, with an average score of 3.76 and a standard deviation of 1.4244. Regression analysis revealed that a one-unit increase in human resource capabilities accounts for 43.1% of the variance in project performance, indicating a strong relationship ($R = 0.595$, $R^2 = 0.431$) and a significant impact on effectiveness ($F = 56.864$, $p < 0.05$). The results suggest that enhancing human resource capabilities can substantially improve community empowerment initiatives in Kwale County, with a statistically significant increase in performance correlating with a mean index rise of 0.644 points ($t = 7.480$). Supporting literature corroborates these findings, highlighting that strategic human resource management practices and staff competencies positively affect project outcomes, thereby providing a competitive edge and optimizing organizational performance. The proficiency and expertise of project staff and volunteers are crucial for effective project implementation, as well-trained personnel can manage resources, design interventions, and adapt to challenges effectively. Projects with strong human resource capabilities are more likely to achieve their objectives and deliver meaningful outcomes, while also facilitating capacity building and knowledge transfer within the community. Skilled leaders and trainers empower local individuals with the necessary skills for sustaining and expanding initiatives, enhancing local ownership and improving the likelihood of long-term success. Kwale County should implement targeted recruitment strategies to attract skilled individuals with relevant experience by offering competitive compensation and incentives. Additionally, creating supportive work environments and career development opportunities will help retain experienced staff and volunteers through performance-based incentives and recognition programs.

Keywords: *Human Resource capabilities, Community Empowerment Projects, Project Performance, Capacity Building, Skills Development, Kwale County*

INTRODUCTION

Human resource capabilities, including skills, knowledge, and experience of personnel, are critical factors that determine project success, particularly in community-centered initiatives where effective engagement and management are essential. By analyzing the link between human resource quality and project outcomes, this study sought to understand how well-equipped and skilled teams can enhance project effectiveness and sustainability. This research examined the effect of human resource capabilities on the performance of community empowerment projects in Kwale County. Findings from this research provides valuable insights for policymakers and project managers aiming to improve community empowerment projects through strategic human resource development.

Background of the Study

Human resource capabilities are widely recognized as a fundamental determinant of organizational performance, including in community empowerment projects. Research highlights that effective management of human resources is essential to achieve set goals, particularly in projects aimed at community development, where diverse skills and knowledge contribute to project effectiveness (Armstrong & Taylor, 2014). In community empowerment projects, which often operate with limited resources and face unique social challenges, the role of human resources is even more pronounced. Human resource capabilities such as leadership, project management, and technical skills are essential for enhancing project outcomes (Barney, 2019). For Kwale County, where community empowerment projects seek to address socio-economic issues, investing in capable personnel can directly affect the projects' reach and sustainability.

A focus on human resource capabilities aligns with resource-based theory, which suggests that organizations gain a competitive advantage by leveraging unique internal resources, including skilled human resources (Barney, 2019). Studies have shown that community empowerment projects in Kenya often face challenges in meeting their objectives due to a lack of trained personnel, which hinders project implementation and the achievement of desired outcomes (Mwangi & Omondi, 2017). For instance, a project may require team members with expertise in areas like community mobilization, health services, or educational programming, but such skills are often scarce or inadequately developed. As a result, projects can suffer from inefficiencies, and communities may not receive the intended benefits. By developing the capabilities of human resources, community empowerment projects can improve both the quality of services delivered and the engagement of beneficiaries, making such projects more impactful (Nyambura, 2018).

In addition to skill sets, the adaptability and problem-solving abilities of human resources play a significant role in addressing the dynamic challenges community empowerment projects often encounter. Research by Opiyo and Ochieng (2018) found that projects in rural Kenyan settings require personnel capable of adapting to local challenges, such as geographical barriers and fluctuating funding. These adaptive capabilities enable projects to respond effectively to unforeseen challenges, maintaining momentum and continuity. Community empowerment projects in Kwale County are especially susceptible to environmental and logistical difficulties, and a skilled workforce can help mitigate these issues. Therefore, human resource capabilities not only support the implementation of project plans but also foster resilience and continuity in the face of external challenges (Opiyo & Ochieng, 2018).

Furthermore, ongoing training and development opportunities for personnel in community empowerment projects are critical to improving performance outcomes. As indicated by Akaranga and Makau (2016), continuous professional development enables project staff to update their skills and knowledge, thus enhancing their ability to address evolving community needs. In Kwale County, where socio-economic issues are often complex, equipping staff with current skills can lead to more innovative solutions and effective project implementation. As this research article explores, understanding the specific human resource capabilities that contribute to the success of community empowerment projects in Kwale County could offer practical insights for similar initiatives in other regions.

Statement of the Problem

Community empowerment projects in Kwale County, Kenya, aim to address a range of socio-economic issues, including poverty alleviation, access to education, and improved health services. However, these projects frequently struggle to achieve their intended impact due to limitations in human resource capabilities, such as inadequate training, leadership, and project management skills among project staff (Mwangi & Omondi, 2017). Research indicates that human resource capabilities are critical in determining project performance, especially in resource-constrained environments where project success heavily relies on the efficiency and effectiveness of staff (Armstrong & Taylor, 2014). Despite this, many community empowerment projects in Kwale County lack adequately skilled personnel, which hampers their ability to meet project objectives and deliver sustainable benefits to the communities they serve (Nyambura, 2018).

Previous studies have shown that projects with well-trained and adaptable personnel are more successful, particularly in rural settings that present unique challenges, including limited resources and logistical difficulties (Opiyo & Ochieng, 2018). Yet, there is a notable gap in the literature on the specific human resource capabilities required to enhance the performance of community empowerment projects in Kenya. Additionally, there is limited research addressing how enhancing these capabilities might directly influence project outcomes in Kwale County. Given the essential role of human resources in project success, it is crucial to investigate the effects of human resource capabilities on the performance of community empowerment projects to identify areas for improvement and support more effective project implementation in the region. This study seeks to fill this gap by examining the impact of human resource capabilities on the performance of community empowerment projects in Kwale County, thereby contributing to the broader discourse on capacity building for community development.

Objective of the Study

The general objective of this study was to examine the effect of financial resources on the performance of community empowerment projects in Kwale County, Kenya.

Research Question

The study was guided by the following research question:

How do human resource capabilities, including employee skills, training, leadership, and project management practices, impact the performance of community empowerment projects in Kwale County, Kenya?

LITERATURE REVIEW

Theoretical Literature Review

This study was grounded on two key theoretical frameworks that provide a robust foundation for analysis: the Resource-Based View (RBV) Theory and Human Capital Theory. These theories offer valuable perspectives for analyzing the effect of human resource capabilities on the performance of community empowerment projects in Kwale County.

Resource-Based View (RBV) Theory

RBV Theory, formulated by Barney (1991), emphasizes that the internal resources of an organization can be a key source of sustainable competitive advantage if they are valuable, rare, difficult to imitate, and organized to capture value. In the context of community empowerment projects in Kwale County, RBV Theory implies that human resources—such as the skills, local knowledge, and project management capabilities of the team—are critical to project success. For example, unique skills in cultural sensitivity or community mobilization may be rare and valuable in the Kwale context, making them particularly instrumental for projects aiming to achieve sustainable impacts (Barney, 1991). The theory suggests that, beyond financial and material resources, enhancing these human capabilities provides community projects with a unique edge that is challenging for others to replicate. Moreover, RBV Theory highlights that the success of empowerment projects is contingent on how well human resources can adapt and apply their skills to complex, context-specific challenges (Wernerfelt, 1984). In Kwale County, for instance, project staff who understand local community dynamics and are skilled in participatory methods are likely to foster stronger community ties and enhance project acceptance (Grant, 1991). By fostering these unique capabilities within project teams, community empowerment projects can better meet local needs and achieve long-term sustainability.

Human Capital Theory

Human Capital Theory, pioneered by Becker (1964), stresses the importance of investing in education, skills, and training to improve productivity and performance. This theory posits that an organization's human resources—its employees' knowledge, skills, and abilities—are essential to its overall effectiveness and long-term success. Applied to community empowerment projects in Kwale County, Human Capital Theory suggests that building human capital through training and capacity building directly contributes to project performance. For example, staff who receive training in areas like project management, health interventions, or educational strategies are better equipped to execute project objectives, respond to challenges, and deliver impactful results (Becker, 1964). Such investments ensure that the project workforce is more skilled, adaptable, and capable of implementing initiatives that align with community needs.

Human Capital Theory also underscores the long-term benefits of continuous human resource development, which is essential in environments where projects are faced with limited resources and diverse local challenges (Schultz, 1961). In Kwale County, where community projects often rely on skilled personnel to mobilize resources, navigate complex local dynamics, and build relationships, investments in human capital significantly enhance project resilience and effectiveness (Psacharopoulos & Woodhall, 1985). As a result, empowerment projects with better-trained and more knowledgeable staff not only achieve immediate objectives but also promote sustainable community benefits.

Combining RBV and Human Capital Theory provides a comprehensive perspective on the role of human resource capabilities in community empowerment projects. While RBV Theory emphasizes the strategic value of unique, context-specific human resources, Human Capital Theory focuses on the productivity gains from investing in workforce skills and education. This dual-theoretical approach underscores that human resource capabilities—enhanced through education, training, and the development of unique skills—are essential for improving project performance. For community empowerment initiatives in Kwale County, this integration suggests that well-trained, knowledgeable, and culturally sensitive staff are better positioned to achieve project objectives and drive sustainable community transformation.

Empirical Literature Review

A study on the impact of strategic HRM strategies on Kenyan parastatals' performance was conducted by Muraga (2020). The study considered human resource capability as one of the key influences of the performance of the parastatals. In their analysis, the study found that better performance of any organization can be enhanced by building the capacity of human resources to make them valuable resources with the right characteristics. Additionally, Human resource capability creates a competitive advantage by minimizing the cost of operations and taking advantage of the opportunities and threats which leads to a better performance. The analysis which was done in this was mainly descriptive. The inferential and descriptive statistics were both employed in this study.

Human resource capabilities are integral to project performance, influencing every aspect from planning and execution to completion. The skills, expertise, and motivation of the project team impact the quality of deliverables, efficiency, risk management, and overall success. Investing in training, fostering positive team dynamics, and ensuring effective leadership and resource management are key to maximizing the impact of human resources on project performance. Teams with strong capabilities and effective management are more likely to achieve project goals and deliver successful outcomes (Gitau, 2020).

Wan (2016) research study discovered that, in terms of job satisfaction, employee dedication, and productivity, there is a substantial positive association between staff competences, attitudes, experiences, and performance of community empowerment programs. However, this research study indicated that for a given indicator of the performance of the organization, a specific strategic human resource is required. For instance, financial performance trainings such as financial management are needed. This study was relevant in the current study as the indicators for human resource capabilities were established to include skills, experience, training and knowledge.

Strong communication skills facilitate better coordination among team members, ensuring that information is accurately shared and understood. This leads to smoother workflows and fewer misunderstandings. A cohesive team with good interpersonal relationships tends to work more effectively together, enhancing productivity and overall project performance. Positive team dynamics contribute to a supportive work environment and collaborative problem-solving (Bosire, 2019).

Dimba and K'Obonyo (2018) researched to ascertain whether employee motivation moderates a link between human resource practices and success and whether these practices had an impact on the performance of community empowerment programs. The study discovered a link between the organization's performance and its strategic use of people resources. Nonetheless, when taking into account the same factors for strategic HR practices, performance increased when steps were taken to consciously inspire personnel. Therefore, the link between organization's performance and its strategic human resource policies was modulated by employee motivation. Although this study informed the current study in terms of including human resource capability as one of the hypothesized variables for the performance of community empowerment projects, the study has methodological gaps where it does not indicate if multiple regression was carried out despite using multiple variables. The current study fills the gap by clearly stating the multiple regression analysis since it involves multiple variables.

Kehoe and Wright (2020) did a study on 'Employee attitudes and behavior are affected by high-performance human resource practices in South Africa'. The multiple regression model was the primary analytical tool. According to the report, a company needs to use the right competencies in order to deploy or utilize human resources successfully. As a result, the resources become latent and have the potential to produce important services that will only materialize when they are put to good use. The research also revealed a connection between resources and skills once combined together as they help to attain competitive advantages. Building the capability of human resources ensures effective utilization of them for the better performance of the undertaking. Once the national government has ensured effective devolution of the resources required to develop effective human resource capabilities, then the right skills, experience, and motivation are created and the community is empowered by creating the projects tailored towards solving the community problems.

Effective leadership is crucial for guiding the project team, setting clear goals, and motivating members. Strong leaders can inspire the team, manage conflicts, and make strategic decisions that align with project objectives. Competent project managers with experience in planning, scheduling, and risk management can better navigate challenges and ensure that the project stays on track. Their ability to manage resources, timelines, and stakeholder expectations is vital for project success (Chess, 2019).

RESEARCH METHODOLOGY

This section presents a comprehensive review of the methodology utilized in the study, along with justifications for each selected approach. The research design, sample size determination, data collection tools, target population, and overall research framework are key elements. Additionally, the chapter describes the pilot study, reliability and validity assessments, data analysis and presentation techniques, and ethical considerations. As defined by Kothari and Garg (2015), a research design serves as the conceptual framework within which a study is conducted, acting as an arrangement that aligns research objectives with procedural approaches. This study adopts a quantitative research design. The target population comprises 133 community empowerment projects in Kwale County, categorized into various programs including crop development, livestock production, fisheries, and community loaning projects (Mugenda & Mugenda, 2003).

To determine sample size, stratified random sampling was employed due to its ability to enhance equal representation by sampling each homogeneous subgroup within the population (Kombo & Tromp, 2006). A sample of 67, representing 50% of the target population, was selected to capture the required diversity and detail for robust findings (Trochim, 1980s). A sample size of 50% of the target population is frequently deemed sufficient for accurately representing the population characteristics. Data collection involved using questionnaires, a method chosen for its ability to cover broad areas effectively and facilitate the gathering of technical responses (Kombo & Tromp, 2006). The questionnaires were self-administered and collected once respondents completed them.

For piloting, 15 projects from Kilifi County were selected, constituting 10% of the target population as per Saunders et al. (2012). Pilot data assessed face, construct, and content validity of the research instruments. Cronbach's alpha was used to ensure reliability, with a threshold of 0.7 or above indicating strong internal consistency (Field, 2017). Reliability, as outlined by Field (2017), refers to the stability and consistency of a research instrument. Reliability testing included internal consistency checks using Cronbach's alpha, with values from 0.7 to 1 signifying strong reliability. Validity, on the other hand, assesses the extent to which the research instrument measures what it intends to. Face validity was confirmed through thorough question reviews, while content validity was strengthened by consultations with peers and experts, ensuring alignment with research objectives (Brooks, 2008). Construct validity was achieved by grouping questions according to study variables and deriving indicators from theoretical frameworks.

The data collection procedure was structured to ensure compliance with ethical and procedural standards. Questionnaires allowed respondents to remain anonymous, respecting their privacy (Bordens & Abbott, 2017). After securing necessary permissions from the Management University of Africa, NACOSTI, and Kwale County, data collection was conducted with the assistance of trained local research assistants. Data analysis was performed using SPSS Version 26. Completed questionnaires were refined for accuracy, and then coded for analysis. Descriptive statistics, such as frequency and percentage, were used to summarize the data, with findings presented in tables for clarity (Zikmund, 2013). The model included parameters for independent variables and error terms, with results illustrated in tables and figures to aid interpretation. Ethical considerations were integral to the study, with voluntary participation, confidentiality, and privacy assurances in place. Participants had the freedom to participate or withhold information, with identities kept confidential. Informed consent forms were signed by county authorities, adhering to ethical standards (Akaranga & Makau, 2016). Personal information was de-identified, and anonymity was maintained by using pseudonyms and avoiding any disclosure of participants' names, races, or ethnic backgrounds.

RESEARCH FINDINGS AND DISCUSSION

Here research results regarding the effect of human resource capabilities on the performance of community empowerment projects in Kwale County, Kenya are discussed. It includes a summary of respondents' demographic details and examines findings related to how human resource capabilities influence the performance of these projects in Kwale County. A pilot study was conducted to enhance the clarity and usability of the questionnaire, ensuring its reliability. The Cronbach's alpha coefficient exceeded 0.7, confirming the tool's reliability for accurate measurement. As a result, all questions were considered reliable and accepted for the study. Techniques suggested by Cooper and Schindler (2018) for achieving content validity were applied

to further refine the questionnaire design.

The questionnaires were distributed to the sample population, resulting in 58 completed responses and an 88% response rate, with 12% (9 respondents) not responding. This high response rate is noteworthy, as Kothari and Garg (2015) indicate that response rates of 50% are adequate, 60% are good, and rates over 70% are excellent; thus, this study’s rate was exceptional, allowing analysis with 58 valid responses. Regarding gender composition, 57% of respondents were male and 43% female, indicating higher male participation. According to Kothari and Garg (2015), gender can significantly influence perspectives, making diversity in responses valuable. The age distribution showed that 30% were aged 41-50, 25% were 31-40, 17% were 51-60, 13% were 21-30, with a smaller 5% under 20 and 10% over 60, providing a broad representation within working-age groups. Educationally, 49% of respondents held a diploma, 30% a bachelor’s degree, 12% a postgraduate degree, and 9% a college qualification. This high level of educational attainment indicates that respondents were well-prepared to understand and evaluate the research questions, underscoring the role of expert knowledge in achieving accurate responses.

Effect of Human Resource Capabilities on the Performance of Community Empowerment Projects in Kwale County, Kenya.

Descriptive Statistics

As the main objective of the research, the researcher aimed to determine the effect of human resource capabilities on the performance of community empowerment projects in Kwale County. The results are presented in Table 1.

Table 1: Human Resource Capabilities and Performance of Community Empowerment Projects In Kwale County

	SA	A	N	D	SD	Mean	St.
Project team have project management skills required to run the projects.	51%	40%	7%	2%	0%	2.86	1.365
Staff have knowledge on project management .	47%	38%	9%	4%	2%	3.10	1.405
Need assessment is conducted to identify the training needs to county personnel in charge of projects.	54%	40%	6%	0%	0%	4.54	1.468
Frequent trainings are conducted at the county levels in relation to project management.	55%	40%	3%	2%	0%	4.10	1.635
County government offer incentives to staff to motivate them.	46%	51%	3%	0%	0%	4.22	1.249
Average						3.76	1.4244

To answer question of how human resource capabilities affected the success of community empowerment projects, respondents had to use a Likert scale. The findings of a series of five inquiries used to identify the research variable are displayed in Table 12. The responses on whether project teams have project management skills required to run the projects: 40% of respondents said they agreed, 51% said they strongly agreed, 2% of respondents indicated they disagreed with the question, and 7% stated they were neutral. The average response was 2.86, while the SD was

1.365. The question addressed was whether staff has knowledge of project management, and these were the outcomes: In response to the question, which had a mean of 3.10 and an SD of 1.405, 38% agreed, 9% were indifferent, 4% strongly disagreed, 4% disagreed, and 47% strongly agreed. Whether a need assessment is conducted to identify the training needs of county personnel in charge of projects, and the following responses were received: With a mean of 4.54 and a SD of 1.468, 54% highly agree, 40% agree, 6% are neutral, and none disagree or strongly disagree.

The study also asked if frequent trainings are conducted at the county level in relation to project management, with a mean of 4.10, SD of 1.635, and 55% strongly agreed, 40% agreed, 3% were indifferent, and 2% disagreed with the statement. If the county government offers incentives to staff to motivate them, a mean of 4.22 and an SD of 1.249 indicate that 46% strongly agreed, 51% agreed, 3% were indifferent, and none objected or disagreed strongly. Indicating how much human resource capabilities influence the performance of community empowerment projects, the study's human resource capabilities variable had an average value of 3.76 and an average SD of 1.4244.

This finding agrees with the findings of multiple other studies conducted by scholars, such as Muraga's (2015) investigation on the effects of strategic HRM practices on parastatals' performance. In their analysis, the study found that the better performance of any organization can be enhanced by building the capacity of human resources to make them valuable resources with the right characteristics. Additionally, human resource capability creates a competitive advantage by minimizing the cost of operations and taking advantage of opportunities and threats, which leads to better performance. The analysis done in this study which was mainly descriptive limits the generalization of study findings since it presents a methodological gap.

To ascertain the link between strategic human resources variables and the performance of the firms, Wan (2016) study on the performance of community empowerment initiatives in Singapore and strategic human resource management indicated that, in terms of job satisfaction, employee dedication, and productivity, there is a substantial positive association between staff competencies, attitude, experience, and performance of community empowerment programs. However, this study indicated that for a given indicator of the performance of the organization, a specific strategic human resource is required. Dimba and K'Obonyo (2018) investigated whether employee motivation moderates the link of HR practices and success, as well as if HR practices affect the effectiveness of community empowerment projects. The results showed a clear correlation between the organization's success and its strategic use of human resources.

Kehoe and Wright (2020) did a study on 'Employee attitudes and behaviour are affected by high-performance human resource practices in South Africa'. According to the report, a company needs to utilize the right competencies in order to deploy or utilize human resources in an effective manner. Because of this, the resources are sufficiently latent to generate a worthwhile service, and that service will continue to exist in the abstract, ready to be applied when the right circumstances arise. The research also revealed a connection between resources and skills once combined, as they help to attain competitive advantages. Building the capability of human resources ensures effective utilization of them for the better performance of the undertaking.

Inferential Analysis

A correlation and regression analysis using Pearson correlation to assess the relationship between human resource capabilities and the performance of community empowerment projects in Kwale County was conducted. The results indicated a significant positive correlation between human resource capabilities and the performance of community empowerment projects.

In the regression analysis, the performance of community empowerment projects was treated as the dependent variable, with human resource capabilities serving as the predictor variable. The results indicated that a one-unit change in human resource capabilities could explain 43.1% of the variance in the performance of community empowerment projects, demonstrating a significant relationship between human resource capabilities and project performance ($R = 0.595$). Additionally, the relationship had an R^2 value of 0.431. A summary of these findings can be found in Table 2.

Table 2: Model Summary for Human Resource Capabilities

Model	Sum of Squares	Df	Adjusted R Square	Standard Error of the Estimate
1	24.411 ^a	1	.431	27

a. Predictors: (Constant), human Resource Capabilities

$F = 56.864$ as shown in Table 3 below demonstrates that human resource capabilities considerably affect the performance of community empowerment projects, performance of community empowerment projects is significantly influenced by its human resource capabilities.

Table 3: ANOVA^a Results for Human Resources Capabilities

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.411	1	24.411	56.864	.000 ^b
1 Residual	46.628	76	.614		
Total	70.039	58			

a. Dependent Variable: Performance of community empowerment projects
 b. Predictors: (Constant), Human Resource Capabilities

The study findings show Kwale County has increased the effectiveness of its community empowerment initiatives by utilizing its human resource capacities. The results show a significant correlation ($p < 0.05$, $P = 0.01$) between the performance of community empowerment projects and human resource skills. Given this, the human resource capabilities technique values are statistically significant ($t = 7.480$), indicating that performance should improve if the mean index of human resource capabilities is raised by .644 points. Regression equation explaining data in Table 4: performance of community empowerment projects = $1.739 + 0.644$ (human resource capabilities). The model demonstrates that effectiveness of community empowerment initiatives is positively impacted by human resource capabilities.

Table 4: Regression Coefficient for Human Resources Capabilities

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.739	.545		2.873	.000	.669	1.069
Human resource capabilities	.644	.186	.476	8.412	.000	.547	.823

a. *Dependent Variable: Performance of Community Empowerment Projects*

SUMMARY OF RESEARCH FINDINGS

The study's human resource capabilities variable had an average value of 3.76 and an average SD of 1.4244, indicating how much human resource capabilities influence the success of community empowerment projects. The dependent variable, predictor component, and human resource capabilities in a regression study were all indicators of how well community empowerment initiatives were working. A shift in the human resource capabilities of one unit may account for 43.1% of the variance in community empowerment project performance, according to the regression study's results, which show a fundamental relationship between human resource capabilities and project performance ($R = 0.595$).

This relationship also has an R^2 value of 0.431. $F = 56.864$ shows that human resource capabilities have a significant impact on how well community empowerment projects perform, indicating that the model appropriately accounts for the data and that human resource capabilities have a significant impact on how well community empowerment projects perform. When the dependent variable is predicted with accuracy by the regression model, the significance level is less than 0.05, or .000. The results of the study show that Kwale County has significantly increased the effectiveness of community empowerment initiatives by utilizing human resource capacities. The results show a significant correlation ($p < 0.05$, $P = 0.01$) between the effectiveness of community empowerment projects and human resource skills. Given this, the human resource capabilities technique values are statistically significant ($t = 7.480$), indicating that performance should improve if the mean index of human resource capabilities is raised by 644 points.

The model demonstrates that the effectiveness of community empowerment initiatives in Kwale County is positively impacted by human resource capabilities. The study's findings are in line with the findings of other researchers' multiple investigations, such as the Muraga (2015) study, which discovered that improving human resource capacity can make valuable resources with the appropriate qualities and improve any organization's performance. Furthermore, by lowering operating costs and seizing opportunities and threats, human resource competence generates a competitive edge and improves performance.

According to the Wan (2016) study, there is a strong positive correlation between staff competencies, attitudes, experiences, and the outcomes of community empowerment initiatives in terms of workers' dedication, job satisfaction, and productivity. However, this study showed that a certain strategic human resource is needed for a given organization's performance indicator. Dimba and K'Obonyo (2018) found a clear correlation between an organization's performance and its strategic HRM practices. According to Kehoe and Wright (2020), a company needs to utilize the correct competencies to deploy or utilize human resources efficiently.

CONCLUSION

The proficiency and expertise of project staff and volunteers directly affect the quality of project implementation. Well-trained and skilled personnel can effectively manage resources, design and execute interventions, and adapt to challenges. Projects with capable human resources are more likely to achieve their objectives efficiently and deliver meaningful results. Human resource capabilities facilitate capacity building and knowledge transfer within the community. Skilled project leaders and trainers can provide valuable education and support, empowering local individuals with the skills needed to sustain and expand project initiatives. This capability enhances local ownership and increases the likelihood of long-term success.

RECOMMENDATIONS

The county of Kwale should develop strategies to recruit skilled individuals who have relevant experience and expertise. Use targeted recruitment campaigns and offer competitive compensation and incentives to attract top talent. The county should also create supportive work environments and career development opportunities to retain experienced staff and volunteers. Consider providing performance-based incentives, recognition programs, and opportunities for career advancement.

ACKNOWLEDGEMENT

I would like to acknowledge my research supervisor, Dr. Juster G. Nyaga, and the Management University of Kenya for their invaluable guidance and support during the writing of this.

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