

**THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT
PRACTICES ON PERFORMANCE OF PUBLIC SERVANTS IN COUNTY
GOVERNMENTS**

A CASE STUDY OF MACHAKOS COUNTY

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT
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THE AWARD OF THE DIPLOMA OF MANAGEMENT AND LEADERSHIP OF
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DECLARATION

This project is my original work and has not been presented for the award in any other University or institution.

Signature..... Date

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This project has been submitted for examination with my approval as

University Supervisor

Signature..... Date

Ann Mwangi

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DEDICATION

This work is dedicated to my family, who have gave me moral support, patience, and encouragement throughout my academic journey.

ACKNOWLEDGEMENT

I'd like to want to recognise Ann Mwangi, my supervisor, for her invaluable assistance, tolerance, and genuine want to support me in refining my concepts for editing and reworking my creations. They also provided helpful critique, which I much appreciate. Thank you to every MUA professor and teaching staff member that helped and guided me through my doctoral coursework. Many thanks are owed to the Machakos County HRM department members who contributed data for the study; without your help, this effort may not have been successful.

ABSTRACT

The main objective of this investigation was to examine the impact of strategic human resource management practices on performance of public servants in county governments, a case study of Machakos County. Specific objectives include; To examine the impact of strategic career development opportunities on performance of public servants in county governments, to determine the impact of strategic employee training on performance of public servants in county governments and to examine the impact of strategic employee compensation on performance of public servants in county governments. The study used descriptive research design. The target population for this study was all human resource personnel in Machakos county government. The research employed census technique to select the sample for the study. A questionnaire was used in this study to get information from the participants. To make data analysis easier, the SPSS Version 26.0 tool was be employed. Descriptive statistics including averages, standard deviations, frequencies, and percentages were used in the data analysis. The data was shown via tables and conversations. The study comes to the conclusion that a career skill development, Employee Training and Employee Compensation are a significant factor influencing how well county government employees perform as public employees. A recommendation is made for the need of the u county governments to establish and formulate fair programs for developing skills and to encourage staff participation in conferences, seminars, and workshops. Researcher suggests that Machakos County make an efficient financial strategy and budget to be able to provide sufficient pay packages. The study suggested that the training term be extended in order to maximize the effects of instruction on public servant performance. The report suggests conducting more research on Organizational structure's impact on public employees' performance in Machakos County.

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ACRONYMS AND ABBREVIATIONS

GoK : Government of Kenya

HR : Human resource

HRM : Human resource management

OPERATIONAL DEFINITION OF TERMS

Career Development : is a planned learning process for employees over a certain amount of time with the goal of increasing the possibility that their growth and performance will improve in line with changes in the environment, education, and training within or across organizations.

Employee Performance : The results of the work that workers in a company do

Human Resource : refers to the mental and physical labor that employees—who are people—give to the company.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter contains the background, problem statement, objectives, research questions, importance of study, and scope of investigation.

1.1 Background

The basis of competitive advantage has changed in the modern corporate environment from being physical and tangible resources to being intangible and knowledge-based resources. Since information is now a key factor in determining corporate success in this environment, managing, developing, leveraging, and using such precious HRM practices becomes an essential organizational skill. Knowledge and intellectual resources, unlike physical assets, require the appropriate Human resource management practises and tools in order to be recognized, mapped out, integrated into company policies and practices, bundled, converted, and used to enhance goods and services (Mwandihi, et al 2019).

Irrespective of the specific focus that sector has on resources, human resources are nonetheless very important to the success of a firm. In any organization, individuals are in charge of managing other people as well as designing, using, and fixing technology. They also oversee financial resources. Human resources tend to be the most unexpected and frequently the greatest continuous cost component in any business when contrasted with technology or financial resources. They may also be thought of as the firm's most important assets. Therefore, in order to achieve organizational goals, it is imperative that people be managed in an efficient, fair, and ethical manner and that their needs as individuals and as workers be met (Mwandihi et al, 2019).

Globally in Asian Continent, Sarnthoy, (2019) conducted a study concerning how HRM procedures support effective leadership in the Thai Civil Service. The researcher discovered that compensation and rewards, hiring and choosing, educating and growing, and law and order affects civil sector performance in Thailand. This study demonstrated the substantial relationships between efficient management at the corporate level and procedures related to human resources management, namely in the areas of education and advancement, legislation, and accountability. The researcher noted that this in turn strengthens public confidence and

thus attracts foreign direct investment. This strengthens the economy of Thailand in return, as per the findings of the study.

Regionally, Magova, & Kessy (2020) studied the effects of human resources management practices on supply chain flexibility in tourist hotels in Tanzania. The study concentrated on how Tanzanian tourist resorts' supply chains were flexible in relation to involvement hiring criteria, salary, stability of employment, and collaboration methods. The findings showed that practices positively influence supply chain flexibility. Magova, & Kessy (2020) stated that the contributions of the HRM practices are to make sure that organisations get employees with the required skills, motivated employees, employees with right values and culture as these improve performance.

Locally, Mwandihhi, (2019) did a study on the influence of strategic human resource management practices on performance of public servants in Vihiga County, Kenya. The study focused on employee participation, employee appraisal and internal career opportunities and training. The findings demonstrated a strong and favorable correlation between public employees' performance and training in Vihiga County, Kenya, as well as their internal career possibilities, employee appraisals, and staff participation. The study participant emphasized that the Vihiga County government is able to make favorable judgments about internal staff selection and advancement by permitting employee engagement through the labor organization.

The operational government-regulated body known as the public service has a vital function in the political systems of all nations. The benefits of public service in fostering equitable and environmentally-friendly economic development is becoming more widely recognized. An efficient and successful civil service is essential to a country's long-term socioeconomic growth. As a result of their significant contribution to the performance of providing public services, public servants are perhaps the most valuable resource in the public sector (Goyal, & Patwardhan, 2020).

Since the adoption of the new constitution, the majority of government departments—as well as the personnel employed by those departments—have had their supervision transferred to the county government. The main obstacles to employee efficiency, noted by Alande (2018), are still a lack of compatible management, demotivated staff who are kept in the dark about transformed systems, a lack of ability to adapt to changes in financial allocation, overwhelmed

staff who are working extremely hard to keep up with the changed framework, and an absence of responsibility to try something new (Irfan, et al 2023).

Since deciding over the operation of local workplaces within the updated Declaration regime, Kenya's county governments have had diverse achievements in terms of reaching service delivery benchmarks. The vast majority of the 47 county administrations in the nation only allocated 10% of the total of the funds given to them for development projects, and most of those initiatives are either unfinished or have not yet begun due to poor planning and procurement challenges, corresponding to the Commission for Revenue Allocation (CRA, 2024). There is no evidence of a study on strategic human resources management procedures in Kenyan county governments and how these procedures affect public servants' achievement in these transformed units, despite the fact that performance at the county governments can only be achieved through dedicated employees (Controller of Budget Report 2024).

Machakos County is one of Kenya's 47 counties, which were established as a result of the country's decentralized government structure brought about by the 2010 constitution. The main town in the county, Machakos Town, is home to the nation's initial administrative centers. In 2019, the county's populace was 1,421,932. Nairobi and Kiambu counties border the county on the west; Embu, Kitui, and Makueni counties border it on the east; Kajiado County borders it on the west; and Muranga and Kirinyaga counties borders it on the north-west.

47 Kenyan counties were evaluated by the Commission for Revenue Allocation (CRA) to see if budgetary targets were being reached. In most areas, Machakos County underperformed and the majority of development projects are still unfinished. Given that Armstrong (2010) contends that strategic human resource management is essential to accomplishing corporate goals, HR practices in Machakos County could not be in line with company strategy. Still, no research has been done to determine these strategic methods, which could have helped the country do better.

1.2 Statement of the problem

Kenyan performance is difficult, and numerous counties finding it difficult to reach target levels. To enhance the provision of services in new departments of administration, strategic HRM activities including staff development, performance reviews, and incentive are required. Scholars have not yet, however, been able to clearly relate strategic human resources methods to performance when administrative authority has been devolved in the government sector. Less than 10% of the money allotted to 21 out of 47 counties in Kenya during the first quarter

of the 2023–2024 fiscal year were utilized by these counties, resulting in the failure to finish their intended projects. Theorists of human resources administration have generally connected organizational success to strategic HR practices; but, because of labor legislation restrictions governing recruitment, selection, and downsizing, this connection has yet to be established within recently decentralized processes (Controller of Budget Report 2024).

Performance among workers has been found to be correlated with strategic training, employee involvement, and internal career possibilities in several studies. According to Makhamara's (2017) research, worker efficiency in Kenya's health sector was affected by strategic employee voice, proactive training, strategic welfare services, strategic incentive and pay systems, and strategic recruiting and selection. A statistically significant correlation between the HRMP and the performance of companies listed on the Nairobi Securities Exchange was discovered by Sagwa et al. (2015). In Kenya, Mercy, & Njiru, (2023) discovered a strong correlation between government agencies' performance and training, with these practices acting as a partly mediating factor for human resource skills.

Though, none of the studies assessed the impact of strategic HRM techniques on governmental staff efficiency in county administrations, thus, there is a scarcity of literature on the topic. In order to address this gap in knowledge as well context, the investigator decided to carry out this investigation. In the light of this, the current research examined the impact of strategic human resource management practices on performance of public servants in county governments, a case study of Machakos County.

1.3 Objectives

The main objective of this study was to examine the impact of strategic human resource management practices on performance of public servants in county governments, a case study of Machakos County

1.3.1 Specific objectives

- i. To examine the impact of strategic career development opportunities on performance of public servants in county governments.
- ii. To determine the impact of strategic employee training on performance of public servants in county governments.
- iii. To examine the impact of strategic employee compensation on performance of public servants in county governments.

1.4 Research Questions

- i. What is the impact of strategic career development opportunities on performance of public servants in county governments?
- ii. What is the impact of strategic employee training on performance of public servants in county governments?
- iii. What is the impact of strategic employee compensation on performance of public servants in county governments?

1.5 Significance of Study

1.5.1 County governments

The main contribution of this investigation was its ability to clarify the strategic HR techniques that Kenyan county governments might use to effectively manage their human resources and help them achieve their business goals through their workforce.

1.5.2 Researchers

Because decentralisation is still a relatively new occurrence and deliberate HRM techniques have not yet been matched to devolution specifications, the results of this investigation will contribute to the body for understanding in a field that nonetheless requires additional investigation.

1.6 Scope

The main objective of this study was to examine the impact of strategic human resource management practices on performance of public servants in county governments. The researcher will collect data from Machakos County government. The study was conducted from the month of January to April 2024.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The research literature review is covered in this section of the book. It contains the theoretical literature review, empirical literature review, summary and research gaps, conceptual framework and the operationalization of variables

2.1 Theoretical Literature Review

2.1.1 The Human Capital Theory

Human Capital Theory (HCT), which has its origins in the writings of classical authors like Adams Smith (1776) and Alfred Marshall (1890), as referenced by Mulongo (2012), sees workers as assets similar to machines. According to Smith (1776), who was cited by Mulongo (2012), a guy who has received a costly education at great labour and time costs may be likened to one of those costly machines, and the task he learns to do should reimburse him for the whole cost of his education. Since investing time and money in education creates human capital, it should be possible to calculate the rate of return on such an investment in a manner that is comparable to that for material capital (Sabuhari, et al 2020).

The importance of human capital and education has been highlighted in several research studies and discussions on economic development. According to Almeida and Fernando (2014), human capital is an important component in the wage estimation procedure and can be acquired formally in educational institutions or casually through on-the-job training. This theory helps to explain why individuals who invest in human capital get compensated with greater lifetime earnings. According to Mulongo (2012), further advantages of education might include increased output and a reduction in the need for expenses. The increased labour market performance of people with more education is one illustration of how education enhances production potential (Sabuhari, et al 2020).

Therefore, when human capital is employed efficiently, organizations benefit, and a rise in total human capital affects overall productivity since it raises each employee's level of productive education. This makes a distinction between general and niche skills even clearer. General skills are those that increase a person's effectiveness within an organization through training, whereas specific skills primarily increase an individual's worker efficiency within the company where they are employed (Almeida & Fernando, 2014).

Human Capital Theory has, nonetheless, drawn a lot of criticism. According to Teixeira (2014), education and other forms of human capital fail to take into account the significance of extremely significant variations in individual characteristics, such as aptitude and socioeconomic background. The benefits of education may actually stem from issues with inadequate knowledge in the workforce or a lack of specific skill sets rather than from increased productivity from workers with higher education (Nadezhina, & Avduevskaia, 2021).

The Human Capital Theory was considered pertinent to this research since it highlights how employees' knowledge and abilities may lead to increased production and decreased expenses in a business. As a result, the County Government of Machakos's outstanding performance may be ascribed to the knowledge and skills that county employees have acquired. HR directors are responsible for coordinating human capital with additional assets to improve efficiency.

2.1.2 Resource-Based View theory

The resource-based perspective idea is a clever choice for a company's competitive edge. It implies that a company's variety of assets, especially its people assets, give it a distinct personality and provide it a competitive edge. The theories of Penrose (1959) and Wernerfelt (1984), who maintained that the acquisition and efficient application of collections of unique resources that rivals could not duplicate produced a long-term competitive advantage, serve as the foundation for this theory. Four characteristics define distinctive resources: they need to be uncommon, valuable, unalterable, and somewhat imitated (Davis, & DeWitt, 2021).

Strategic HRM is a methodology that outlines how human resources plans, consolidated human resources procedures and policies, and people will be used to accomplish what the company wants to accomplish. Setting strategic priorities and exercising the always present strategic option are both components of strategic HRM. In essence, it is about integrating HR and business strategy such that the latter helps the former to succeed (Barney, et al 2021).

A fundamental theoretical justification for human resources prospective position as a tactical advantage in the company has long been offered by the resource-based view (RBV) of the organization. An engaging justification for HR's tactical significance is provided by the idea that firms may develop distinctive advantages and hence higher than average economic achievement, determined by on priceless and unique internal assets. Critics counter that without wise managerial judgment and responsible human resource management, superior and unique resources cannot ensure Strategic Competitive Advantage (Davis, & DeWitt, 2021).

This investigation is well suited for resource-based theory since it raises the possibility that performance disparities between organizations in the same sector (such as between Kenyan county administrations) might be caused by one organization's ownership of special, non-replicable resources. The special resources that the Machakos County Government has that allow it to maintain its competitive edge may be highlighted in this investigation.

2.2 Empirical Literature Review

2.2.1 Strategic career development opportunities and performance of public servants

Research was undertaken by Lee, Yang, and Li (2017) to investigate the factors that determine job satisfaction and how it relates to performance. Using early-career workers as an illustration. First, of the six first-order elements that make up workplace fulfilment as a more complex factor for early-career workers, individual development has the most impact on job satisfaction, as evidenced by a path coefficient of 0.918. Compensation and well-being the actual work, interactions with others, and leadership style come next. Furthermore, job competency's path coefficient of just.214 indicates that it has little bearing on job satisfaction. Second, the desire to leave a job is considerably impacted negatively by job satisfaction, suggesting that early-career professionals' happiness at work structure is distinct due to their emphasis on their personal growth and achievement.

In 2019, Khan et al. conducted a research on the mediating influence of job fulfillment on the relationship between hiring procedures and worker effectiveness: empirical evidence from universities. The self-administered questionnaire was completed by 300 faculty members from six government-owned universities. The results of the supporting element analyses (CFA) revealed that human resources processes, such as hiring as well as recruiting, instruction, and growth, evaluations of execution, and remuneration, possess an immediate and substantial impact on worker productivity by means of job satisfaction among university faculty members. According to Hakim (2020), professional advancement, a pleasant work environment, and job satisfaction all positively and significantly impacted the commitment of the company.

In South-East Nigeria, Okolocha, et al (2021) studied the impact of work gratification on university professors' output of work. For this study, a poll-based study methodology was used. Using the statistical package SPSS 20.0, the regression technique and the Pearson coefficient, which was of correlation were employed in this investigation to evaluate the proposed assumptions. The following conclusions were drawn from the data analysis: career development and responsibilities have a favourable and significant impact on the productivity

of academic workers in South-East Nigerian universities. Based on the results, the research made many recommendations, including the assignment of pertinent tasks for educational staff members that will improve their job and provide them more power.

2.2.2 Strategic employee training performance of public servants.

Elnaga and Imran (2020) studied how employee performance in Saudi Arabia was affected by training. This was made feasible by researching the relevance, application, and connection between training and employee performance, as well as by creating criteria for assessing worker performance. Through the use of a qualitative research approach, they discovered that supervisors either don't see the value of training and how it impacts worker performance, or they believe it increases operating costs. The astute intermediary described as "powerful preparation" aims to transmit the knowledge required for more advanced worker performance. The assessment concluded that training should be designed with each organization's needs and goals in mind. The evaluation maintained the possibility of improving worker performance thru training.

Yaqoot, Noor, and Isa (2021) looked at the efficacy of training offered in the general population sector in Bahrain using a descriptive survey. They discovered that the physical facilities and training resources that were accessible to the training environment had an impact on how well public organizations adopted training. Furthermore, the motivation of employees to participate in educational initiatives and advance their abilities is determined by training inspiration, which is typified by the incentives offered by the firm. The three main adoption elements that Yaqoot, Noor, and Isa (2021) identified were training efficacy, training the surroundings, and training desire. Nevertheless, the most recent investigation examined potential adoption variables for training in public enterprises, including career progression opportunities, employee opinions, support from leadership, and human resources procedures.

A descriptive survey was carried out by Mohanty et al. (2019) in order to investigate the elements that affect how successful training is in businesses. The study discovered that defined training goals that outline the subjects to be addressed and the desired results promote the use of training in businesses. Additionally, training is readily embraced in an atmosphere that is favourable to it, with readily available, knowledgeable, and helpful instructors who have the resources needed to conduct the training. In particular, adoption variables including training requirements analysis, program and course design, training program's goal and resources, classroom atmosphere, and outcomes influenced the study's conclusions. The implementation

elements that were examined in this study were career advancement opportunities, management support, worker viewpoints, and human resources policies.

2.2.3 Strategic employee compensation performance of public servants

Dash, Singh, and Vivekananda (2018) came to the conclusion that elements that encouraged worker efficiency were prizes and presents, chances for advancement, favourable circumstances for professional development, pay and incentive plans, and acknowledgment for excellent work. The aim of this investigation was to ascertain the effect of this worker remuneration from Kenyan cement manufacturing companies had on worker efficiency. The study looked at the relationship between employee remuneration and efficiency, specifically how benefits like medical coverage, leave policies, basic pay, and perks affected workers' output in Kenyan cement manufacturing companies.

Arokiasamy, et al. (2018) investigated the relationship between work satisfaction and academic staff reward programs at private universities in Malaysia. The three main variables in the investigation were promotion, motivation and remuneration. The primary data from the participant was gathered via a closed-ended questions survey. 200 questionnaires were issued to a selected group of instructors using the email contacts of the teaching staff that were obtained from the internet pages of the three institutions. The findings of the research showed that progress, incentive, and pay all had a major impact on work satisfaction. There was a contextual gap since the two examinations were carried out in different countries.

Mabaso and Dlamini (2018), scholars from Africa, looked at the connection between overall pay and commitment to organizational goals in South African colleges and universities. The researchers used semi-structured surveys to assist them collect the data they required to reach conclusions about the problem. The study demographic consisted of 279 participants. The questionnaires were in various forms. The investigation was carried out in South Africa as well, however it focused on Kenyan educators. There existed a contextual vacuum because the inquiry was carried out in South Africa.

2.3 Summary and Research gaps

Table 1: Summary and Research gaps

Study	Focus of the Study	Knowledge Gap	Focus of the proposed Study
Lee, Yang and Li (2017)	An investigation of the variables influencing job satisfaction and how it relates to output	The study was conducted in China republican	The study was conducted in Kenya-Machakos county
Elnaga and Imran (2020)	Studies on how employee performance is affected by training in Saudi Arabia	The study used qualitative research methodology	The study used quantitative research methodology
Arokiasamy, et al (2018)	The connection within academic staff reward schemes and work satisfaction at private institutions in Malaysia	The study was also conducted in Malaysia	The study was conducted in Kenya-Machakos county
Mabaso and Dlamini (2021)	Rewards And Its Effects on Organizational Commitment	The study was also conducted in South Africa	The study was conducted in Kenya

2.4 Conceptual framework

A conceptual framework is a written or digital output that summarizes the principal topics to be studied in narrative or visual form. Its primary parts are variables, ideas, and their supposed connections.

Independent Variable

Dependent Variable

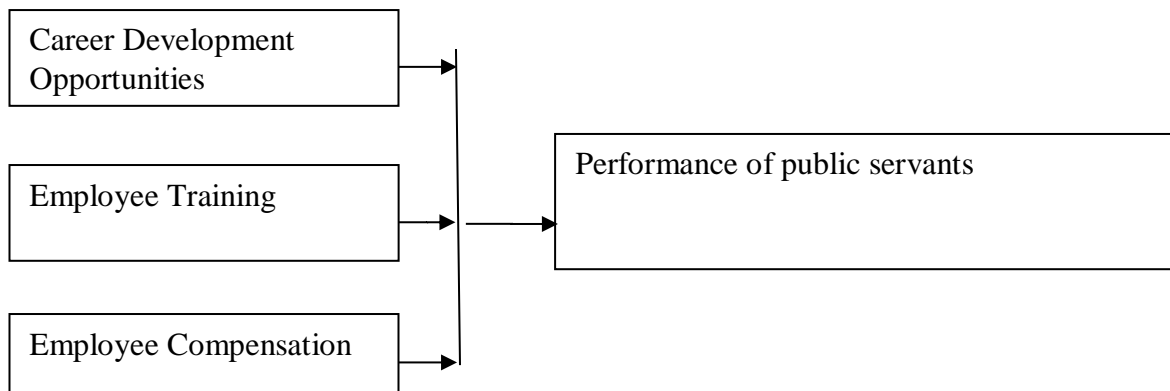


Figure 1: Conceptual framework

2.5 Operationalization of Variables

Table 2: Operationalization of Variables

Variable	Indicators	Measurement Scale	Tools of Analysis
Career Development Opportunities	<ul style="list-style-type: none">• Career goal setting• Career Mentoring• Career Skill Development	Questionnaire (Likert Scale)	Frequencies Percentages
Employee Training.	<ul style="list-style-type: none">• Career guidance• Career mentoring• Training	Questionnaire (Likert Scale)	Frequencies Percentages
Employee Compensation	<ul style="list-style-type: none">• Equitable salary• Incentives• Salaries	Questionnaire (Likert Scale)	Frequencies Percentages

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The current section covers methods and techniques utilized in the research were discussed. This includes discussing the Research design, population and sampling procedure, data collection methods, data analysis, pilot study and ethical issues of the research.

3.1 Research design

According to Lavrakas (2008), a research design is a systematic approach to developing study objectives, gathering data from a representative sample, conducting analysis, and reporting findings. According to Saunders, Lewis, and Thornhill (2007), research designs are primarily categorized as exploratory, descriptive, and explanatory. The survey designs to be used in this study was descriptive. The study was descriptive in nature, as information was gathered using a comprehensive questionnaire that outlines research questions that are informed by hypotheses taken from accepted theories. Measuring an event or action is what descriptive research offers. Typically, descriptive research designs are constructed and created with the express purpose of measuring the attributes mentioned in a research question. To accurately depict an individual, event, or scenario is the aim of descriptive design.

3.2 Target Population

Sekaran and Bougie (2010) describe the target population as the entire set of variables from which all scenarios that might be relevant to the study's focus can be inferred. The investigation's target population included all human resource personnel in Machakos county government. The Human resource department in Machakos County has a total of 52 employees (Machakos County Government report, 2023).

3.3 Sample and sampling technique

A subset or smaller group drawn from the population of interest is called a sample (Mugenda & Mugenda, 2005). With the necessary features, this subset has to be carefully chosen to be representative of the entire population. The method of choosing a portion of the population to take part in a study is known as sampling. It involves choosing a number of participants for research in a way that ensures those chosen accurately reflect the sizable population from which they were drawn (Kombo, 2006). The study's sample was chosen using the census approach. This is because the target population was small, hence the technique ensured fair representation.

3.4 Instruments

A tool used in an investigation to gather data is called a research instrument (Canals, 2017). A questionnaire was used in this study to get information from the participants. An instrument that makes it possible to gather data from the unit of analysis is called a research instrument. The survey employed a tabular Ordinal Likert Scale and the questions was closed-ended. Section I of the questionnaire focused on demographics data, while Section II was dedicated to independent factors. The gaps found from previously evaluated research and the suggesting characteristics of each variable was carefully guide the questions that are posed.

3.5 Pilot Study

A pilot study is a little examination that often comes beforehand the main study and is frequently used to find out whether the research instrument has any flaws. 10% (5) of the chosen respondents was used in a pilot study conducted by the investigator to confirm the validity and reliability of the tool.

3.5.1 Validity of Instruments

Whether the operationalization and case scoring align with the notion being measured by the research instrument is referred to as validity. According to Creswell (2009), it is the conclusions that may be made from test results that are significant and practical. By using expert judges' ratings to subjectively evaluate each item's relationship with the idea, validity was evaluated. To this purpose, the supervisors of the researcher counterchecked the instruments that produced in order to enhance their content and guarantee its validity.

3.5.2 Reliability of Instruments

The degree of precision in the measurements an instrument produces is measured by its reliability (Grinnell, 2015). To see if the questions are understandable and straightforward, pre-testing of the tools was conducted. Pre-testing was also carried out in order to enhance the questions' substance and determine how long the exercise will take to complete. Moreover, the Cronbach alpha coefficient (α) was employed in this study to guarantee internal consistency or reliability as it establishes and demonstrates the consistency of respondents' replies with regard to each of the study topics.

3.6 Data Collection Procedure

Before collecting any pertinent statistics for the study the investigator initially acquired permission from the university. The Machakos County Government's approval next sought, after which the real research was carried out. The researcher presented questionnaires to each

and every responder. The study participants were given around five business days to complete the questionnaires, following which they were properly gathered.

3.7 Data Analysis and Presentation

The completed surveys were collected and processed a rigorous screening process to see if they are acceptable and comprehensive. The goal of this process was to deal with the problem of outliers, which typically undermine the validity of the study's conclusions. To make data analysis easier, the SPSS Version 26.0 tool was be employed. Descriptive statistics including standard deviations, frequency distributions, means, and percentages were used in the evaluation. The information was shown via tables and conversations.

3.8 Ethical Considerations

The researcher observed the succeeding ethical standards.

3.8.1 Informed Consent

Consent in any research project refers to the voluntary participation in the inquiry. Obtaining informed consent from participants involves informing them of their privileges, the purpose of the research, the progressions that will be followed, the dangers present, and the benefits of participating in the investigation. The researcher pursued clearance from numerous bodies to verify that this study meets research ethical requirements. Also, the researcher pursued the consent of respondents before commencing the research.

3.8.2 Voluntary Participation

Voluntary involvement refers to when a human investigation participant chooses whether or not to participate in an inquiry. This signifies that in order for the study to proceed, the respondent will provide informed consent. Those who took part in the study were informed of the research's goal, allowing them to make an autonomous choose whether or not you want to take part.

3.8.3 Confidentiality

Research confidentiality is dependent on keeping concepts and data confidential. A brief introduction to a questionnaire gave some anonymity and ensure that the data given will only be utilized for scholarly purposes.

3.8.4 Privacy

One component of research codes and ethics is the study privacy response, which requires that each investigator have the right to privacy while performing research. Furthermore, it ensures respondent anonymity by assuring that no responder may be recognized only by their replies to questions or surveys.

3.8.5 Anonymity

According to Mugenda (2009), anonymity is the safeguarding of secrecy by concealing respondents' names, ethnic or racial ancestry, and other personally identifying information. Respondents were not required to fill up surveys with their actual names because all replies were coded to ensure their privacy.

CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This section covered presentation of study findings and limitations of the study.

4.1 Presentation of Demographic Findings

4.1.1 Response Rate

Table 3 summarizes the research sample, which consisted of 52 surveys, 42 of which were accurate completed and give back, indicating an 84% response rate. Given Kothari's (2011) contention that a response rate of 50% is sufficient, 60% is good, and 70% or more is deemed appropriate for study, this percentage of responses was appropriate.

Table 3: Response Rate

Questionnaires	Frequency	Percentage
Returned	42	84%
Non returned	10	16%
Total	52	100%

4.1. Gender

According to Figure 2, 52% of those surveyed were men and 48% of participants were women. This appears to indicate that, albeit by a lesser margin, males predominate in line managerial roles in Machakos County. This is consistent with research conducted in 2007 by Ellis, et al, which found that although women play a significant role in Men dominate the formal sector of Kenya's economy.

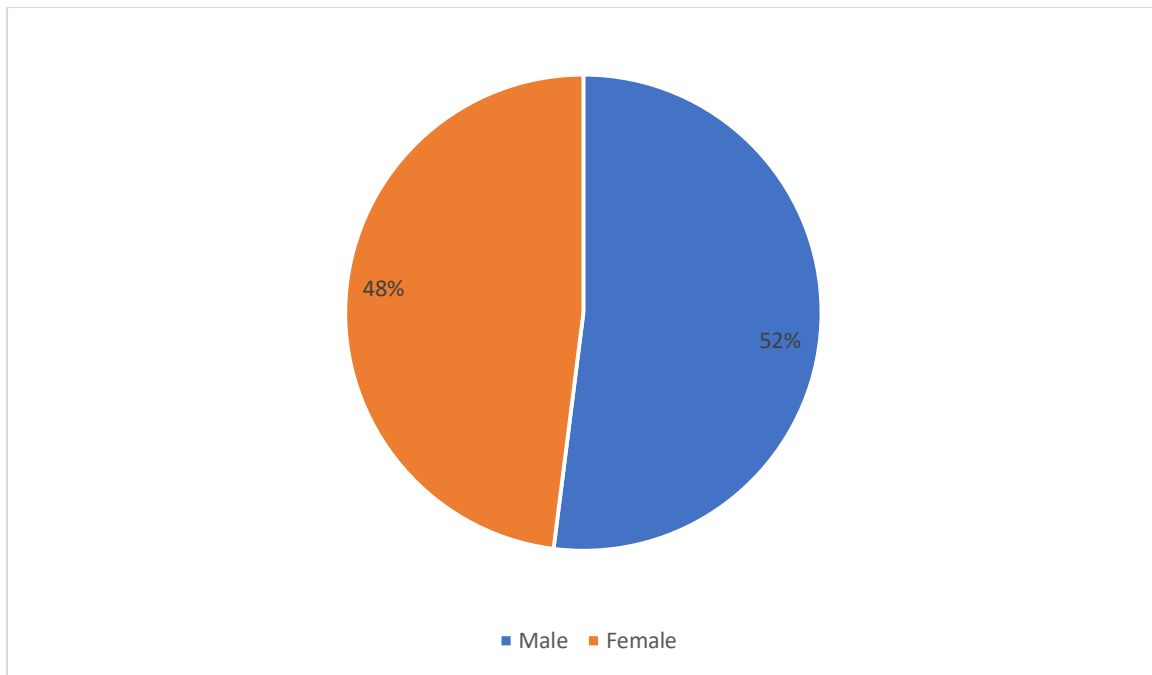


Figure 2: Gender

4.1.3 Age bracket

According to Figure 3, the bulk of responders in the sample (26%) are in the age range of 18 and 29, while 35% are between the ages of 30 and 39. Similarly, 39% of the responders in the sample were older than 40. This result contrasts with earlier research by Darmadi (2013) and Marinova et al. (2010), who discovered that the average age of their respective studies was about 40 years. According to Marinova et al. (2010) and Darmadi (2013), their staff members provided extremely trustworthy information since they were mature individuals.

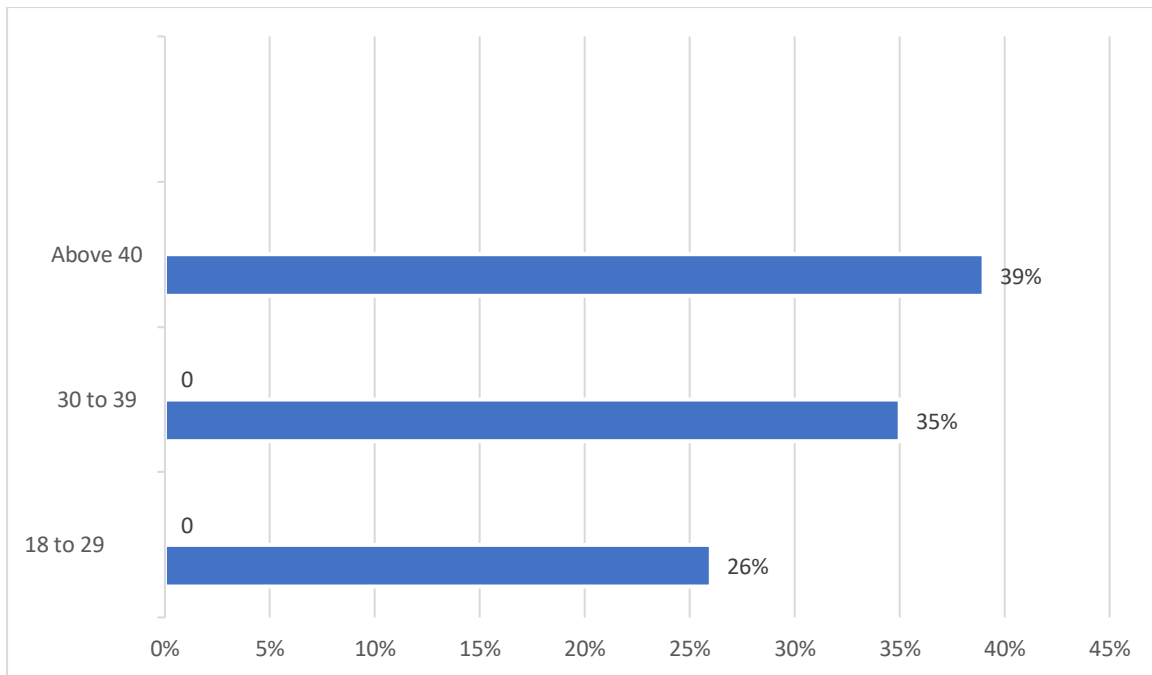


Figure 3: Age bracket

4.1.4 Level of education

Table 4: Level of education

Category	Frequency	Percentage
Certificate	4	9.5
diploma	12	28.5
Undergraduate	18	42.8
postgraduate	8	19.2
Total	42	100

Table 4 indicates that most of the respondents in the sample (42.8%) had an undergraduate degree, followed by a diploma level of education (28.5%), a postgraduate level of education (19.2%), and a certificate level of education (9.5%). Given that more than 85% of those surveyed had completed at least a diploma program, it is thought that these credentials are sufficient to improve job performance throughout the county. The findings support the findings of Chiliya and Roberts-Lombard (2012), who found that a company's success is significantly impacted by its employees' educational attainment.

4.1.5 Period of service

Table 5: Period of service

Category	Frequency	Percentage
0 -5 years	8	19.2
6 - 10 years	13	30.9
11 - 15 years	15	35.7
16 years and above	6	14.2
Total	42	100

Table 5 shows that of the selected respondents, the largest percentage (35.7%) had been in the public sector for 11 to 15 years, while 30.9% had been there for 6 to 10 years. 19.2% of the selected respondents had been in the workforce for less than five years, while the remaining 14.2% had been employed for sixteen years or more. This result generally suggests that the respondents' experiences performing public service were positive.

4.2 Career Development Opportunities Descriptive analysis

Table 6: Career Development Opportunities

Statement	1	2	3	4	5
I contemplate that the professional growth opportunities that Machakos County offers have a beneficial effect on how well I function in my role as a public servant.	5%	11%	7%	46%	31%
My drive to achieve better in my position has increased as a result of Machakos County's strategic career development efforts.	6%	10%	12%	41%	31%
I consider the career progression opportunities provided by Machakos County to be a major factor in both my professional development and employment happiness.	6%	5%	6%	40%	43%

My dedication to accomplishing corporate goals is strengthened by Machakos County's strategic career development initiatives.	6%	5%	7%	38%	44%
I believe that taking part in strategic career development events enhances my efficacy in Machakos County government service.	5%	5%	5%	45%	40%

As indicated by the results on Table 6, majority of those surveyed, 46%, agreed that they contemplate that the professional growth opportunities that Machakos County offers have a beneficial effect on how well I function in my role as a public servant. Fouty one percent, majority, of the respondents also agreed that their drive to achieve better in their position has increased as a result of Machakos County's strategic career development efforts. On the same, majority of those surveyed (43%) strongly agreed that they consider the career progression opportunities provided by Machakos County to be a major factor in both their professional development and employment happiness. Lastly, the majority of participants (44%) firmly concurred that their dedication to accomplishing corporate goals is strengthened by Machakos County's strategic career development initiatives and 45% agreed that they believe that taking part in strategic career development events enhances their efficacy in Machakos County government service.

4.3 Employee Training Descriptive analysis

Table 7: Employee Training

Statement	1	2	3	4	5
The training courses that Machakos County offers improve my performance and are pertinent to my work duties.	10%	6%	8%	40%	36%
By taking part in the strategic staff training sessions offered by Machakos County, I am able to enhance the knowledge and abilities necessary for my position.	10%	10%	6%	31%	43%

I contemplate that having access to training opportunities from Machakos County has improved my capacity to carry out my professional responsibilities.	5%	5%	5%	45%	40%
My professional growth and career promotion are facilitated by Machakos County's targeted staff training efforts.	6%	5%	9%	46%	34%
I believe that the training courses that Machakos County provides greatly improve my overall effectiveness as a public worker.	2%	0%	4%	42%	52%

The results on Table 7 indicates that most respondents (40%) agreed that the training courses that Machakos County offers improve their performance and are pertinent to their work duties. Those surveyed also strongly agreed (43%) that by taking part in the strategic staff training sessions offered by Machakos County, they are able to enhance the knowledge and abilities necessary for their position. As noted by several percent of those surveyed (45%), the results suggested that they contemplate that having access to training opportunities from Machakos County has improved their capacity to carry out the professional responsibilities. Most respondents (46%) agreed that their professional growth and career promotion are facilitated by Machakos County's targeted staff training efforts. Lastly, most respondents (52%) strongly agreed that they believe that the training courses that Machakos County provides greatly improve their overall effectiveness as public workers.

4.4 Employee Compensation Descriptive analysis

Table 8: Employee Compensation

Statement	1	2	3	4	5
In my opinion, Machakos County's remuneration plan is reasonable and appropriate given my contributions to the company.	6%	4%	9%	35%	46%

My motivation to achieve at a greater level comes from Machakos County's strategic employee remuneration programs.	4%	8%	9%	31%	48%
My devotion to the county and job happiness are positively impacted, in my opinion, by the pay and perks offered by Machakos County.	10%	4%	10%	46%	30%
Machakos County's innovative approaches to employee remuneration strengthen my commitment to the company and my desire to go above and beyond in my work.	6%	2%	7%	49%	36%
I believe that my work as a public servant is positively impacted by the salary package that Machakos County offers.	8%	2%	1%	47%	42%

From the results on Table 8, majority of the respondents (46%) strongly agreed that Machakos County's remuneration plan is reasonable and appropriate given their contributions to the company and 48% strongly agreed that their motivation to achieve a greater level comes from Machakos County's strategic employee remuneration programs. On the same, most respondents (46%) agreed that their devotion to the county and contentment at work are positively affected by the pay and perks offered by Machakos County. Lastly, majority of those surveyed (49%) agreed that Machakos County's innovative approaches to employee remuneration strengthen their commitment to the company and their desire to go above and beyond in work and 47% agreed that they believe that their work as public servants is positively impacted by the salary package that Machakos County offers.

4.5 Limitations of the Study

The employee's hectic schedule made it difficult for the researcher to get the information she needed. In order to tackle this matter, the investigator utilized questionnaires as a more expedient and expedient means of gathering data. A problem for the researcher arose when some respondents expressed disinterest in taking part in the study and thought it was a waste of time. By reassuring them that taking part in the study would benefit them, the researcher allayed their fears.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

A summary of the study's results, conclusions, and suggestions are provided in this chapter. This chapter also includes the researcher's recommendations for additional study topics based on the study's findings.

5.1 Summary of Findings

This research's primary goal was to investigate, using Machakos County as a case study, how strategic HRM strategies affect public employees' performance in county governments.

5.1.1 Effect of Career Development Opportunities on performance of public servants in county governments.

The survey revealed that 46% of respondents believe that Machakos County's professional growth opportunities benefit their public servant role. The majority also believe that their drive to improve has increased due to the county's strategic career development efforts. 43% of respondents consider career progression opportunities a major factor in their professional development and employment happiness. Additionally, 44% believe that Machakos County's strategic career development initiatives strengthen their dedication to corporate goals and 45% believe that participating in these events enhances their effectiveness in government service.

5.1.2 Effect of Employee Training on performance of public servants in county governments

The survey revealed that 40% of respondents believe that Machakos County's training courses enhance their performance and knowledge in their work duties. 43% of respondents believe that these strategic staff training sessions enhance their abilities. The majority (45%) believe that access to these training opportunities improves their capacity to carry out professional responsibilities. 46% believe that targeted staff training facilitates professional growth and career promotion. 52% strongly believe that these training courses significantly improve their effectiveness as public workers.

5.1.3 Effect of Employee Compensation on performance of public servants in county governments

The majority of respondents (46%) believe Machakos County's remuneration plan is reasonable and appropriate for their contributions. 48% believe their motivation comes from strategic employee programs. The pay and perks offered by Machakos County positively impact their devotion to the county and job happiness. Additionally, 49% believe innovative approaches to employee remuneration strengthen their commitment to the company and their desire to go above and beyond.

5.2 Conclusion

The study comes to the conclusion that a career skill development practice is a significant factor influencing how well county government employees perform as public employees. A major factor in determining a worker's job happiness is their career skill growth at work in Machakos and is pretty significantly positively correlated with staff performance. According to the respondents, chances for knowledge and skill development can improve skill development. Based on the data analysis, these possibilities might take the shape of frequent workshops and conferences to exchange fresh information and enhance skills to become more employable.

The investigation concludes that staff training significantly and favorably affects county government employees' performance. The goal of strategic employee training and development is to broaden employees' skill sets to raise productivity. As stated by the study's results, staff training has been used extensively in Machakos County, Kenya. A training program is made available to the chosen workers who applied each fiscal year. The Machakos County Public Service Board provides the financing for the training.

It was discovered that the administration of Machakos offers pay packages to its workers. As a result the research concludes that worker performance is considerably influenced by remuneration packages. The compensation packages that the Machakos County Government offers its employees play a critical role in improving their performance on the job.

5.3 Recommendations

A recommendation is made for the need of the county governments to establish and formulate fair programs for developing skills and to encourage staff participation in conferences, seminars, and workshops, given the strong positive correlation that has been found between skill development and the achievement of public servants in county governments. The county governments should also financially assist those who are continuing their education. Through these skill development programs, faculty members may improve their performance and workforce quality by increasing their knowledge, abilities, and attitudes.

The outcomes of the research showed a strong and favorable association between county government worker performance and employee training. It is advised that the training term be extended to be able to maximize the effects of instruction on public servant performance. Furthermore, it is significant to regularly evaluate training curricula to guarantee that they continue to meet the evolving demands of employees in terms of training.

There was consensus, based on respondents' comments, that pay packages have or have a noteworthy effect on public employees' performance in county governments. In opposition to this, the researcher suggests that Machakos County make an efficient financial strategy and budget in order to provide sufficient pay packages. In order to enhance employee performance, Machakos County should raise employee compensation. Additionally, the county should set aside money expressly for employee health insurance. To inspire employees, Machakos County should internally elevate staff members. The allowances that Machakos County offers its workers need to be improved.

5.4 Recommendations for Further study

The report suggests conducting more research in the regions listed below: The administrative structure's impact on public employees' performance in Machakos County, Kenya impact of the supervisor's leadership style on the productivity of government employees in Machakos County, Kenya Impact of Communication on Public Employee Performance in Machakos County, Kenya.

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APPENDIX I: INTRODUCTION LETTER

Dear Respondent

As a student at the Management University of Africa, I'm conducting research to assist me finish the prerequisites for a HR diploma. The topic is Examining the impact of strategic human resource management practices on performance of public servants in county governments, a case study of Machakos County.

I humbly beg for your assistance with this research by responding to the enclosed questionnaire. You can be sure that any information you submit will be kept confidential and used only for scholarly purposes.

Your assistance is much appreciated.

Yours faithfully,

ANNASTASIA MGHOI

APPENDIX II: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your gender

Male

Female

2. Indicate your age bracket

18 to 29

30 to 39

Above 40

3. Indicate Level of education

Certificate

Diploma

Undergraduate

Postgraduate

4. For how long have you worked in Machakos County?

0 -5 years

6 - 10 years

11 - 15 years

16 years and above

SECTION II: INDEPENDENT VARIABLES

Use the Likert scale provided to respond to the following statements.

Where 5: Strongly Agree, 4: Agree, 3: Neutral, 2: Disagree and 1: Strongly Disagree

Variable	Statement	1	2	3	4	5
Career Development Opportunities	I contemplate that the professional growth opportunities that Machakos County offers have a beneficial effect on how well I function in my role as a public servant.					
	My drive to achieve better in my position has increased as a result of Machakos County's strategic career development efforts.					
	I consider the career progression opportunities provided by Machakos County to be a major factor in both my professional development and employment happiness.					
	My dedication to accomplishing corporate goals is strengthened by Machakos County's strategic career development initiatives.					
	I believe that taking part in strategic career development events enhances my efficacy in Machakos County government service.					

Employee Training	The training courses that Machakos County offers improve my performance and are pertinent to my work duties.					
	By taking part in the strategic staff training sessions offered by Machakos County, I am able to enhance the knowledge and abilities necessary for my position.					
	I contemplate that having access to training opportunities from Machakos County has improved my capacity to carry out my professional responsibilities.					
	My professional growth and career promotion are facilitated by Machakos County's targeted staff training efforts.					
	I believe that the training courses that Machakos County provides greatly improve my overall effectiveness as a public worker.					
Employee Compensation	In my opinion, Machakos County's remuneration plan is reasonable and appropriate given my contributions to the company.					
	My motivation to achieve at a greater level comes from Machakos County's strategic employee remuneration programs.					
	My devotion to the county and job happiness are positively impacted, in my					

	opinion, by the pay and perks offered by Machakos County.					
	Machakos County's innovative approaches to employee remuneration strengthen my commitment to the company and my desire to go above and beyond in my work.					
	I believe that my work as a public servant is positively impacted by the salary package that Machakos County offers.					

Thank you