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PERFORMANCE MANAGEMENT PRACTICES AND SERVICE DELIVERY OF THE DEVOLVED GOVERNMENTS: A CASE STUDY OF WAJIR COUNTY, KENYA

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ABSTRACT

The purpose of this study was to determine the effects of performance management practices on service delivery at Wajir County Government focusing on training and reward system as the performance management practices in Wajir County Government. Anchored on the Achievement Motivation Theory, the study employed a descriptive research design. A total of 172 managers spread across the 13 departments of County Government of Wajir were targeted whereby 99 were sampled. Quantitative data obtained using a structured questionnaire was analysed through descriptive and inferential statistics. The regression analysis findings indicated that both training and the reward system have a positive and statistically significant influence on service delivery in Wajir County. Training recorded a positive coefficient ($\beta = 0.621$, $P < 0.001$), suggesting that an increase in employee training leads to a corresponding improvement in service delivery. Similarly, the reward system was found to have a positive and significant effect on service delivery ($\beta = 0.427$, $p = 0.005$). The results suggest that employees are more motivated to perform efficiently and provide quality services when appropriate reward mechanisms are in place. Based on the regression findings, Wajir County should prioritize continuous employee training and capacity-building initiatives as a strategic approach to improving service delivery. Employees who receive relevant skills development and professional support are better equipped to perform their duties effectively. The county government should therefore invest in regular training programs, mentorship initiatives, skills enhancement workshops, and leadership development courses tailored to the needs of public servants. Additionally, training needs assessments should be conducted periodically to ensure that capacity-building interventions address existing competency gaps and emerging service delivery challenges. Furthermore, Wajir County should strengthen its employee reward and recognition framework by establishing transparent, fair, and performance-based incentives. Such incentives may include promotions based on merit, employee recognition programs, performance bonuses, non-monetary rewards, and opportunities for career advancement. A well-structured reward system is likely to enhance employee motivation, commitment, and job satisfaction, which in turn can lead to improved efficiency and quality of public service delivery. The county should therefore integrate reward management into its human resource policies to foster a high-performance culture within the public service.

Key Words: *Performance Management, Reward System, Training, Service Delivery, Public Sector*

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1. BACKGROUND OF THE STUDY

Governments throughout the world take pleasure in their abilities to showcase their development track record and activities at every given moment. Performance management is a vertical and horizontal integration force. According to Shimengah (2018), performance management should be incorporated into company management and related to other critical activities such as business strategy, staff development, and overall quality management. It is a strategy that is focused on the larger concerns that firms face. Performance management is a means of helping employees in an organization to perform at their peak in order to achieve goals and objectives that contribute to the firm's success (Ammons, & Roenigk, 2018). Performance management is defined as a comprehensive and integrated strategy for bringing long-term success to businesses by increasing the performance of their employees and creating the team and individual contributions (Torres, & Pina, 2019). As a result, it encompasses both behaviors and results in a systematic process of planning work and defining expectations; continuously monitoring performance; growing performance capacity; and occasionally grading performance in a summary way rewarding excellent performance. This traditional approach is captured in Abass, Munga, and Were (2017)'s definition of performance management systems as a process for establishing a shared understanding about what is to be achieved and how it is to be achieved, as well as an approach to managing people that increases the probability of achieving high performance, growth, and success (Manyaka & Sebola, 2018).

According to Mwikali and Wafula (2019), well-executed performance contracts promote political responsibility by making it simpler for managers to align objectives with political agendas. As shown in many developing nations, politicians may hold managers accountable for their performance. Section 47(1) of the CGA requires the County Executive Committee to develop a performance management plan to evaluate county public service performance and policy implementation. The plan includes, among other things, objective, quantifiable, and time-bound performance indicators, alignment with mandates, yearly performance reports, citizen participation in evaluating county government performance, and public dissemination of performance progress updates. Human resource researchers, experts, and practitioners frequently promote performance evaluation/appraisal, a procedure through which a manager or supervisor analyzes an employee (Maila, 2019). A performance evaluation is intended to accomplish more than simply identify poor, good, or great employees. It is also critical to recognize that a performance assessment is utilized as a part of a continuous improvement process, not just for discipline or rehabilitation. The numerous reasons for a continuous performance review process may aid a business to prosper. The purpose is to employ resources, namely people, to further the organization's goals (Radebe, 2019). Kenya counties' major difficulties are creating the ability to offer services and tracking implementation. Performance management is a must-have for efficient county administration. The most compelling argument for counties to consider monitoring the success of their programs and services is that residents need and deserve exceptional service. Improved service delivery is the primary indicator of good performance management in a county. It is primarily about driving and monitoring results as well as people's right behaviors (Standard Digital Media, November 2018).

2. STATEMENT OF THE PROBLEM

Public service delivery in Kenya has over the decades been described as lethargic with many challenges (Ndubai, 2016). Unlike in the past, the public sector today is under strong pressure to improve their service delivery (Awino, 2016), given the growing public interest and scrutiny. With the onset of devolution, the scrutiny on public service delivery is largely shifting to county governments which have been tasked with decentralizing public sector functions. However, a decade after devolution started, a joint World Bank and Government of Kenya survey dubbed Making Devolution Work for Service Delivery (MDWSD) conducted in the year 2020, still faults county governments for poor service delivery in various sectors. The report states that across all sectors, many counties are grappling with issues of infrastructure quality, paying limited attention to issues of proper project appraisal processes and maintenance. Other issues are inadequate planning, poor management of projects, wastage of resources, inconsideration of public needs and poor service delivery. The World Bank (2020) reports further stated that despite the fact that counties spend 60–70 percent of operating expenses on labor, they still continue to contend with staffing shortages compounded by high rates of absenteeism, low staff motivation as well as misallocation, of which Wajir County is not an exception.

In recognition of the challenges facing public service delivery, the Kenyan government has adopted a number of performance management initiatives and strategies such as rapid results initiative, performance contracting and public sector charter (Midecha, 2019). However, given the continued challenges in public service delivery, one can only question the effect of these strategies on service delivery. Studies in other contexts have indicated that performance management strategies are intended to play a critical role in the way services are delivered (Lee, 2012; Truss, et al., 2012). Organizations such as British Airways and Xerox have used performance management practices to increase customer satisfaction and delivery (Barrow, & Mosley, 2011) to mean that the solution to the continuous poor performance of the public sector in Kenya may rely on performance management. However, its effect in a devolved system remains a point of interrogation given the limited focus by most of the previous studies such as Ferdous and Das (2022) conducted in Bangladesh, Nyongesa (2021) conducted in Kenya and Makinde (2022) conducted in Nigeria. None of the studies focused on the county governments which imply contextual research gap that this study sought to fill.

3. STUDY OBJECTIVES

The study was guided by the following specific objectives:

i. To investigate the effect of training on service delivery in the County Government of Wajir, Kenya
ii. To assess the effect of reward system on service delivery in the County Government of Wajir, Kenya

4. LITERATURE REVIEW

4.2. Theoretical Literature

This study was underpinned by the Achievement Motivation Theory. This theory is associated with McClelland (1961) cited in Anderman (2020) and it is important to the objective of' the study because the theory observed that individuals with a high need for achievement tended to sought task which provided a challenge without being too difficult and which they felt they could master for instance one may feel he/she has not set impossible goals meaning they actively seek for feedback on results and might feel less concern with social needs or affiliation. If employees are motivated to improve service delivery through performance contract, this alone cannot effectively achieve the objectives because as McClelland observed in the theory of achievement, there are other factors that can interfere with the performance of the employee (Anderman, 2020).

Achievement theory of motivation is all about how needs of an individual change over a period of time with changes in his experience. This theory further gives and explanation on the effects power, affiliation and need for achievement have on their behavior. Motivation of individuals irrespective of gender, race, culture, age is driven by the need of these factors (Nicholls, 2017). People are motivated by different factors and the factors depend on the type or nature of the person. Based on the fact, achievement theory of motivation was developed by considering three major factors. It was established that there are people motivated by accomplishment or achievement in the work place. Such people always look forward to excelling in whatever they do and are high performers in their fields. Need for power is the desire in people to be able to control one’s as well as other people’s actions. Such people`s motivation is neither driven by rewards nor recognition but only by compliance and agreement from others (Brunstein & Heckhausen, 2018).

This theory was important for this study since fondly explains that it is imperative for an organization to thoroughly understand the reason behind an individual’s motivation to achieve something and propagate the message to his/her colleagues in an attempt to inspire them as well (Brunstein & Heckhausen, 2018). Passing along such inspirational messages to other employees becomes all the more important in organizations where the firm’s success is mostly dependent on certain departments working in crucial areas. Whenever employees start moving up the ladder and tastes success, one feels that they have achieved something from this feeling and this keeps them fueling to achieve even more. However, in organizations where moving up the ladder is a bit hard pertaining to the limited vacancies, handling the employees with a variety of incentives and rewards will always help them keep motivated to achieve what is required on both organizational and personal fronts (Werdhiastutie *et al.*, 2020).

4.3. Empirical Literature

Miao et al., (2021) did a study on the relationship between on-the-job training and employees' performance in courier companies in Dar es Salaam in Tanzania. The objectives of the study were to examine the existing on-the-job training programs in the courier companies in Dar-es Salaam and to assess the performance of courier companies in Dar es Salaam. Correlation survey method was used and questionnaires used as the research instruments. A sample population of 150 employees was taken. The findings showed that different programs of on-the- job training are conducted in DHL and Fedex. The study found with certainty that there exists a big relationship between on-the-job training and performance in DHL in that on-the-job training programs positively affect employee performance. On-the-job training contributes to upgrading skills that are particularly important for specific jobs or specific work environments, emphasizing a learning-by-doing approach. On-the-job training gives lot of scope for learning as the employees may come across doubts and queries that need clarification. Learning process is enhanced because both learning and performance takes place at the same time which is more effective and likely to be remembered by employees in the long run.

Yussuf, Bichanga, and Mwencha, (2018) did a study on the effect of in-service training on employees' service delivery: A case study of judiciary's lower courts in Nairobi County, Kenya. The study aimed at establishing whether induction, on-the-job training, off-the-job training and career development training influence employee productivity. The study adopted a descriptive survey design using both quantitative and qualitative research paradigms. Data was collected using questionnaires and interview guides from a sample of population of 85 employees. The study found out that on-the-job training influence performance by increasing skills level, productivity and affects customer satisfaction positively. Seventy-six-point nine percent of the respondents indicated that on-the-job training influences performance.

Ibrahim, Boerhannoeddin and Bakare (2017) did a study on impact of training and development on employee performance: A case study of different banking sectors of North Punjab. The research questions were whether there exists a positive relationship between training and development on employee performance, whether positive relationship exists between on-the- job training and performance and whether there is a positive relationship between delivery style and performance. The study found out that on-the-job training programs have a positive impact on employee performance. Bafaneli and Satibi (2015) did a study on the impact of on-the-job training on employee performance: The case of Riley's Hotel. The researcher used questionnaires to collect data. The results of the study indicated that to a large extent Riley's Hotel implemented on-the-job training and the majority of employees had attended the training. The study also gave an indication that most of the employees believe on-the-job training makes them effective on their jobs.

Barzegar and Farjad (2011) did a study on the impact of on-the-job training courses on the staff performance at the Organisation for Martyr's Affairs. The statistical population consisted of the managers and staff in five provinces totaling 2700. A sample population of 180 was selected through improbable accessible sampling. Data collection was done using questionnaires and interviews. An alpha index of 0.95 was used to measure item reliability. Descriptive survey method was used and data analysis done using both descriptive and interpretative statistics. The findings of the study indicated that the on-job courses affect performance to some extent. Ndunguru (2015) did a study on the impact of on-the-job training on employee's performance: The case of Secondary school teachers of Songea Municipality. The sample selected was 64 of which 33 were male teachers while 31 were female teachers. The study revealed that trained employees are more willing to continue working in the same organization after being trained than those who are not yet trained and that on-work training is a key factor to good performance, career path and job security.

Tukunimulogo (2016) did a study on effect of on-the-job training on employee performance in Kenya: A case of Mumias

Sugar Company Limited. The objectives of the study were to establish the effect of on-the-job training on employees' task requirements and to establish the effect of on-the-job training on employees' satisfaction. The study adopted a descriptive research design. The target population was 115 employees where a sample size of 90 was selected using Krejcio and Morgan table. Data was derived using questionnaires, analyzed using Chi Squire and presented using frequency tables. The findings showed that on-the-job training programmes are more likely to enhance employee capability than without. Providing employees with opportunities to learn and grow is a proven way to boost productivity in the workplace (Ahmad and Siraj-ud-din, 2009). According to another study, employee performance is the foundation of a successful business. There is a correlation between employee performance and training due to the interconnected nature of aspects including job happiness, knowledge, and management (Amisano, 2010). This demonstrates that employee performance is crucial to the success of the business, and that training and development are helpful in boosting that performance.

Ahmed and Ali (2016) carried out a research on the impact of reward and recognition programs on employee motivation and satisfaction. Research design used was exploratory. Sample chosen for the study was 80 employees of Unilever companies and data collection instrument used was a questionnaire. Pearson's correlation was used to analyze data to determine the degree of relationship between reward and satisfaction and motivation. Major findings indicated a positive relationship between rewards and work satisfaction as well as motivation. Factors affecting satisfaction were identified; payment 86%, promotion 74%, work conditions 61%, personal 37%. Analysis showed support for a positive relationship between reward and employee satisfaction. The researchers recommended that further studies can be done on impact of reward and recognition on motivation and satisfaction for diverse groups of people' example gender, race and disability.

Duberg and Mollen (2010) undertook a study on reward systems within the health and geriatric care sector. The problem of the study was how reward systems designed in health and geriatric care are and whether the current reward systems affect the care quality. The thesis aimed to extend the knowledge of reward systems in health and geriatric care and know how these systems are designed and what their effects on quality of health and geriatric care are. The methodology took a qualitative approach and interviewed a sample of six leaders in both private and public organizations. Two of the leaders worked in geriatric care and four in health care. The theoretical framework was based on scientific literature about motivation and reward systems. Also, literature specifically about wage conditions in the health care sector and the public sector was used. Findings showed that salary is an important aspect in the reward system; however other incentives like bonuses and shares were seen to generate an enjoyable work place and happy workers than motivate employees to be more efficient. Results showed that conditions for working with reward systems in the public sector are limited due to the lack of resources and complex large organization structures with old traditions. This must be reconsidered to be able to work with well-designed reward systems similar to those in private care organizations. The researcher recommended that further studies should be done to compare reward system and investigate its impact on an organization in relation with one that does not.

Axelsson and Bokedal (2009) did a study on rewards motivating different generations at Volvo Car Corporation. The thesis was based on a case study of Volvo Car Corporation in Göteborg. Empirical data was based on twenty interviews with managers at the company. Major findings showed that challenging work and non-monetary rewards motivate managers, bonuses and shares are not very motivating. Titles are not motivational at all. However, opportunities for growth are motivating for both generations. It was concluded that there exist generational differences. However, both generations considered salary as important and non-monetary rewards to be of great importance. The authors recommended research to be carried out on reward systems and how they impact on other interesting aspects like gender, life stage.

Garlick (2009) carried out an online study of 1913 full-time employees and asked people to rank order 14 potential performance incentives in order of preference. These performance incentives included common extrinsic rewards such as cash bonuses, gift cards, award points, and travel awards, as well as intrinsic rewards such as having more freedom and autonomy at work, being able to choose interesting projects, and being assigned to mentor other employees. Not surprisingly, cash bonuses were listed as the most preferred incentive by three-out-of-four people (74%) surveyed. Nine-out-of-ten (89%) listed cash bonuses within their top three preferences. However, the primary issue the study investigated was whether offering cash bonuses really influenced employee attitudes, as well as other business outcomes. The results showed that offering a cash bonus exclusively does not seem to make much of an impact on performance, despite the fact cash bonuses are nearly everyone's preferred reward. While cash bonuses are the most preferred reward for three-out-of-four, and among the top three rewards for nine-out-of-ten, those who only receive a cash bonus are just slightly more satisfied than those who get no reward at all. Furthermore, offering exclusively cash bonuses only seems to have very little impact on company performance, either in terms of increased customer service, or in increased profitability.

Ojiambo (2012) argues that this would become a better means of determining employee reward as it covers all aspects of the job and the employee such as the employee academic qualifications and level of experience and skills as well as the level of performance the employee is expected to attain. This is balanced with the importance of the task in the organization to come up with a fair reward for the employee. This agrees with the equity theory which states that employees often desire to get from their organizations value perceived to be equivalent to their input in term of academic qualification, skills and experience as well as the value of the task they do to the overall organization objectives.

Furthermore, a grade/pay structure reward system is a reward practice which comes up with different pay schemes for different professions in the same organization such s accountants, stewards, kitchen staff, drivers, security personnel, sales team and craftsmen earning different pay schemes which are uniform within the specific job specification, (Ripley, 2002). Apeyusu (2012) also argues that such a reward system gives employees a sense of fairness which according to Herzberg's theory is one of the motivators to employees as they feel accepted and appreciated in the organization. Wekesa & Nyaroo (2013) however argue that the reward system leads to some form of friction within employee circles leading to clubs of super employees and across department sabotages where a group of employees feel less valued than a more rewarded group and constantly engage in negligence of duty either to express displeasure or from a feeling that the group rewarded more should do more work thus they should do less work.

Sturman et al (2011) views a grade system as a system where groups of employees are put on hierarchical arrangement based on skills, experience and responsibility from which pay or reward boundaries are set. As a result, pays of employees within the same grade are very close with a few differences due to other factors. In such a system, progression from one pay grade to the other is based on merit measured through a balance of experience, skills and performance. Some institutions give more prominence to experience for promotion while a few give prominences to additional educational qualification while most organizations base their promotions on performance. Cherotich (2012) argues that promotions to the next grade in most organization is through a competitive interview where employees have to show evidence of higher performance than their colleagues competing for the same promotion in order to qualify for the promotion. Sandilyan et al (2012) also asserts that grade structure provides promotion as a very strong motivation for employees to perform highly and attain the non-cash rewards such as recommendations, testimonials, certificates and other non-cash tangible awards which they accumulate to give them a better chance in promotion to the next job grade. Mokaya et al (2013) adds that grade system is a source of non-ending rewards since employees remain motivated at all times and are out for opportunities to shine and attain a recognition which they would keep in order to attain a promotion. Wekesa & Nyaroo (2013) also argue that this is a super reward as it gives value to all the other rewards especially the tangible non-cash rewards.

Cherotich (2012) however found this system quite impractical to use given that output is a result of so many intervening variables and not an adequate measure of employee performance. This would thus motivate employees who work hard but produce low yield due to factors beyond their control and would encourage employees who are not equally hard working but produce high yields due to circumstantial factors. Tahir Et al (2013) also argues that tying rewards to output in the hotel industry would not be realistic to the environment of the industry since most of the services in the industry depend on the patronage of the hotels.

4.4. Conceptual Framework

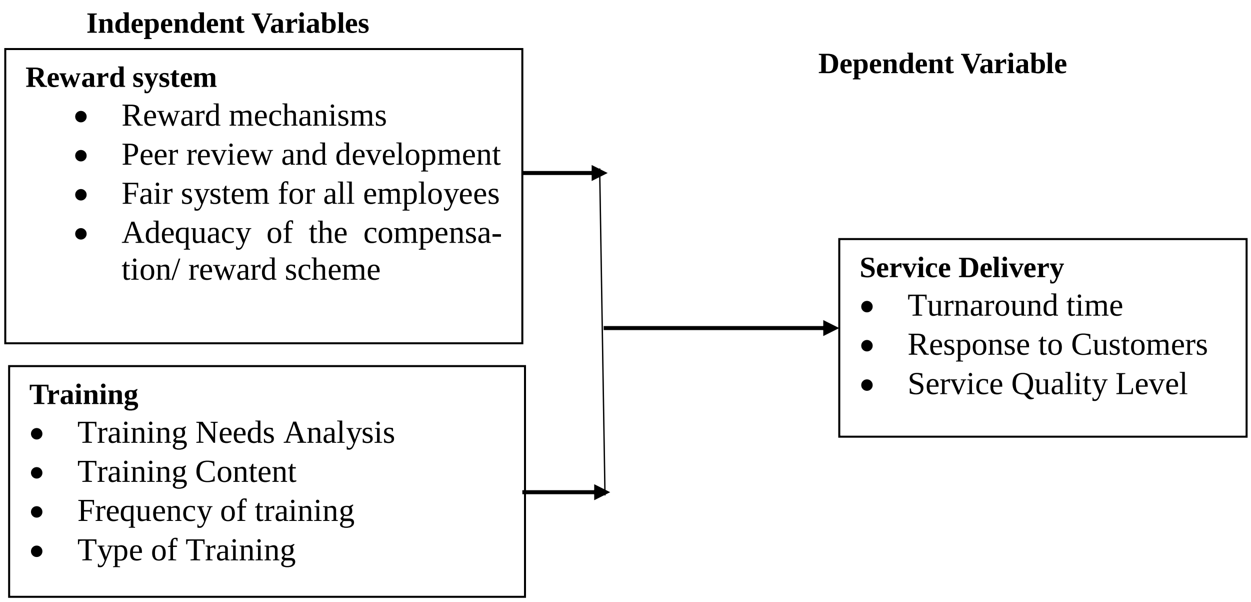

Figure 1. Conceptual Framework

A conceptual framework is a figure that shows the relationship between the dependent variable and the independent variable (Ager & Strang, 2018). A concept is a general or abstract idea that is inferred or derived from concrete examples (Kombo and Tromp, 2014). In this study the dependent variable was service delivery while the independent variables were training, performance measurement system, target setting and Reward system. A conceptual framework presents the relationship between the dependent variable and the independent variables as shown in Figure 2.2 above.

5. RESEARCH METHODOLOGY

This study used a descriptive study design with a quantitative technique. The primary goal of descriptive research design is to describe the current condition of circumstances. The target population is the population about which information is sought. The managerial cadre in Wajir County Government served as the study's target population. According to the Wajir County Public Service Board (2022), there were 172 managers scattered across Wajir County Government's 13 departments. To generate a sample size that is acceptable in relation to the study's objectives, the researcher used Yamane's formula, which is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where ***n*** is the sample size, ***N*** is the population size and ***e*** are the margin of error-10%.

$$n = \frac{172}{1 + 120(0.1)2}$$

$n = 99.4$

Table 2: Sample Size

Category	Frequency	Sample Ratio	Sample Size
Subordinates	108	1.73	62.4
Supervisors Managers	47	1.73	27.2
Top level managers	17	1.73	9.8
Total	**172**		**99.4**

A questionnaire was the primary data-gathering tool in this investigation. Each participant was asked the same set of questions. The information gathered was quantitative. A systematic questionnaire with closed and open-ended questions was used to obtain quantitative data. The data gathered was quantitative in nature and was analyzed using descriptive statistics and a linear regression model as shown:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where; Y denotes the dependent variable (Service Delivery); α - is a constant that represents the Y value when all predictor values are zero; β is beta coefficients; X_1 represents the reward system, X_2 represents training and ε = Error Term.

6. RESEARCH FINDINGS AND DISCUSSION

6.1. Response Rate

The data was collected from Wajir county Government. A total of 99 questionnaires were administered and 84 were received as complete, and therefore, all of them were viable for consideration. This represented 84.8% response rate as shown in table 2. Apparently only 84 were received in a complete state, meaning that the rest were invalid. According to Saleh and Bista's (2017) suggestions, a response rate of 50% is sufficient for analysis and reporting, a rate of 60% is generally good, and a response rate of above 70% is great. It's worth noting that Babbie (2010) agrees with you and adds that a response rate of 70% or more is considered excellent. These claims suggest that the research's return rate of 84.8% was sufficient. This represented 84.8% response rate as shown in Table 2.

Table 2: Response Rate

	Frequency	Percentage (%)
Distributed Questionnaires	99	100
Questionnaires Returned	84	84.8
Response Rate		84.8

6.2. Descriptive Statistics of Training

The study sought to investigate the effects of training on service delivery in the County Government of Wajir, Kenya. The results are as shown in Table 3.

Table 3: Descriptive Statistics of Training

Statement	SD	D	N	A	SA
Training provided by the county Government offers to improve employees' skills in order to surpass their targets.	0.0%	0.0%	0.0%	42(50.0%)	42(50.0%)
Training combines on the job, internal and external training.	00%	00%	6(7.1%)	60(71.4%)	18(21.4)
Staff are involved and consulted in coming up with training needs.	1(1.2%)	0.0%	1(1.2%)	38(45.2%)	44(52.4%)
There is clarity in understanding how training needs for individual employees are arrived at.	00%	1(1.2%)	5(6.0%)	33(39.3%)	45(53.6%)
The government conduct frequent training	0.0%	1(1.2%)	13(15.5 %)	36(42.9%)	34(40.0%)

As per the findings as shown in Table 3, most of the respondents (100% agreed generally that Training provided by the county Government offers to improve employees' skills in order to surpass their targets. The study also found that, most of the respondents 92.8% agreed that training combines on the job, internal and external training, while 7.1% were neutral with the statement. In addition, most of the respondents 97.6% agreed that staff are involved and consulted in coming up with training needs, only 1.2% were neutral and also 1.2% disagreed to the opinion. It was further revealed that most of the respondents 92.9% agreed that there is clarity in understanding how training needs for individual employees are arrived at, only 6.0% of the respondents were neutral while 1.2% disagreed to the opinion. Lastly, most of the respondents, 82.9% of the agreed that the government always conduct frequent training, 15.5% of the respondents were neutral while only 1.2% of the respondents disagreed with the opinion. These findings agree with those of Konings and Vanormelingen (2009) who argued that training is effectual and fundamental instruments needed in successful accomplishment of organizational objectives and goals which result in productivity. The findings also agree with those of McCourt and Eldridge (2003) who were of the opinion that training and development are important in ensuring the performance evaluation of employees which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development need.

6.3. Descriptive Statistics of Reward System

The study sought to assess the effect of reward system on service delivery in in the County Government of Wajir, Kenya. The results are as shown in Table 4.

Table 4: Descriptive Statistics of Reward System

Opinion	SD	D	N	A	SA
Peer review and development effect service delivery in the county	0.0%	0.0%	10(11.9%)	49(58.3%)	25(29.8 %)
Competence assessment and development effect service delivery in the county	0.0%	0.0%	13(15.5%)	13(15.5%)	58(69.0 %)
Fair system for all employee's effect service delivery in the county	2(2.4%)	1(1.2%)	8(9.5%)	20(23.8%)	53(63.1 %)
Adequacy of the compensation/ reward scheme effect	0.0%	0.0%	0.0%	10(11.9%)	74(88.1 %)

Opinion	SD	D	N	A	SA
service delivery in the county					
Promotions are more transparent which effect service delivery in the county	1(1.2%)	0.0%	13(15.5%)	12(14.3%)	58(69.0%)

In view of Table 4 findings above, most of the respondents 88.1% agree that peer review and development effect service delivery in the county, only 11.9% of the respondents were neutral with the opinion. The findings also revealed that the most of the respondents 84.5% of the respondents agreed that Competence assessment and development effect service delivery in the county, 15.5% of the respondents were neutral to the opinion. The study findings as well revealed that most of the respondents 86.9% agreed with the opinion statement that fair system for all employees' effect service delivery in the county, 9.5% of the respondents were neutral while only 2.4% were in disagreed with the opinion. The study also revealed that most of the respondents 100.0% were agreement with statement that adequacy of the compensation/ reward scheme effect service delivery in the county. Finally, most of the respondents, 90.1% agreed promotions are more transparent which effect service delivery in the county, 15.5% of the respondents were neutral to the statement while only 1.2% disagree with the opinion. The findings are consistent with that of a study by Lazear (2010) as well as Ahmed and Ali (2016) who argued that various employees including those in the public sector respond to incentives and that incentives can promote effort and performance as well as service delivery.

6.4. Descriptive Statistics of Service Delivery at Wajir County

The study sought to find out the service delivery in the County Government of Wajir, Kenya. The results are as shown in Table 5.

Table 5: Descriptive Statistics of Service Delivery at Wajir County

Opinion	SD	D	N	A	SA
Equipment at the county offices are in good state and operating efficiently.	0.0%	2(2.4%)	8(9.5%)	37(44.0%)	37(44.0%)
In this organization there is prompt response of enquiry when there is any complaint by customer	0.0%	0.0%	7(8.3%)	30(35.7%)	47(56.0%)
Employees of the company can always explain thoroughly about all options that are available on enquiry	0.0%	5(6.0%)	7(8.3%)	28(33.3%)	44(52.4%)
The security of documents and other information which are provided to residents are always secured	0.0%	0.0%	9(10.7%)	26(31.0%)	49(58.3%)
A client can be comfortable that the service which was delivered was done correctly	2(2.4%)	2(2.4%)	20(23.8%)	25(29.8%)	35(41.7%)
Level of service is consistent with what clients require.	0.0%	2(2.4%)	16(19.0%)	15(17.9%)	51(60.7%)

According to the study findings as shown in Table 5, most of the respondents 88.0% agreed with the opinion statement that equipment at the county offices are in good state and operating efficiently, the 9.5% of the respondents were neutral while only 2.4% strongly disagreed with the opinion. Most of the respondents 91.7% also agreed that the in their county, there is prompt response of enquiry when there is any complaint by customer, 8.3% were neutral to the opinion. Most respondents 85.7% as well agreed that employees of the company can always explain thoroughly about all options that are available on enquiry, 8.3% were neutral to the opinion while 6.0% strongly disagreed with the opinion. In addition, most respondents 89.3% agreed that the security of documents and other information which are provided to residents are always secured, 10.7% of them were neutral to the opinion. Most respondents 91.4% further agreed that their clients are always comfortable that the service which was delivered was done correctly, 23.8% of the respondents were neutral while only 4.8% strongly disagreed with the opinion. Finally, most respondents 78.6% agreed that level of service they offer is consistent with what clients require, 19.0% were neutral to the opinion while only 2.4% of them disagree with that statement. The study concurs with Aziz, Rahman, Alam and Said (2015) found that service delivery was improved through strategic leadership affecting the human resource capabilities.

6.5. Regression Analysis

This research attempted to determine the effects of the independent variables including training, performance measurement system, target setting, and reward system on service delivery in the Wajir County government. The model $Y = \beta_0 + \beta_1X_i+\beta_2X_{2+}\beta_3X_3+\beta_4X4+\varepsilon$ explained 61.2% of the variations in Service delivery at Wajir County government as shown in Table 6. This showed that training, performance measurement system, target setting and reward system explained 61.2% of the variation in Service delivery at Wajir County Government.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716	.646	.612	.12942
Predictors: (Constant), Training, Reward System, Target Setting, Performance Measurement System, Service Delivery				

The analysis of variance results Table 7 indicates that the model fit is significant at p=.002, F=2.236 with 83 degrees of freedom. This implies that training, reward system, target setting and performance measurement system jointly has a significant and positive combined effect on Service Delivery in Wajir County.

Table 7: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.754	3	1.585	2.236	.002
Residual	75.948	80	0.949		
Total	80.702	83			
Dependent Variable: service delivery					
Predictors: (Constant), Training, Reward System, Target Setting, Performance Measurement System, Service Delivery					

Table 7 presents the coefficient of determination between the independent factors (training, reward system, target setting and performance measurement system) and service delivery in Wajir county government. The study found that there was a positive relationship between the dependent variable and the independent variables. The study conducted a multiple regression analysis and from the regression model shown in Table 8, holding training, reward system, target setting and performance measurement system and service delivery will be 0.288. a unit increase in training will lead to better service delivery in Wajir county government by a factor of 0.621; a unit increase in reward system will lead to an improvement service delivery in Wajir county government by a factor of 0.427; a unit increase in target setting will lead to an improvement in service delivery in Wajir county government by a factor of 0.435 and finally a unit improvement in Performance Measurement System will lead to a positive variation on service delivery in Wajir county government with a value of 0.394. This shows that there is a positive relationship between independent variables training, reward system, target setting and performance measurement system and service delivery in Wajir County government. This is consistent with Raghunandan, Tordoff and Smith (2017) who linked employee training to significantly better performance. Armstrong (2014) similarly commented that well rewarded employees are satisfied and tend to produce better performance and commitment.

Table 81: Regression Analysis Results

	B	Std. Error	Beta	t	P-Value
(Constant)	0.288	0.593		6.041	0.000
Training	0.621	0.139	0.360	3.872	0.000
Reward System	0.427	0.107	0.341	3.268	0.005
Dependent Variable	Service Delivery in Wajir County				

The regression analysis results show that training have significant and positive relationship with service delivery in Wajir County Government at 5% level of significance. This is based on the *p*-value corresponding to the coefficients equivalent to 0.000. This implies that an increase in training is associated with a significant improvement in service delivery by 0.621 units. It was also established that reward system had a significant negative relationship with service delivery in Wajir County Government at 5% level. This is based on the p-values corresponding to the coefficients equivalent to 0.005. This implies that an improvement in reward system is associated with a significant improvement in serv ice delivery by 0.427 units.

7. CONCLUSION

The study concludes that an increase in employee training leads to a corresponding improvement in service delivery. This implies that employees who receive adequate training are better equipped with the knowledge, skills, and competencies required to perform their duties effectively. It is also concluded that employees are more motivated to perform efficiently and provide quality services when appropriate reward mechanisms are in place. Strengthening employee training initiatives and implementing effective reward systems are critical drivers of improved service delivery in Wajir County.

8. RECOMMENDATIONS

Based on the regression findings, Wajir County should prioritize continuous employee training and capacity-building initiatives as a strategic approach to improving service delivery. Employees who receive relevant skills development and professional support are better equipped to perform their duties effectively. The county government should therefore invest in regular training programs, mentorship initiatives, skills enhancement workshops, and leadership development courses tailored to the needs of public servants. Additionally, training needs assessments should be conducted periodically to ensure that capacity-building interventions address existing competency gaps and emerging service delivery challenges.

Furthermore, Wajir County should strengthen its employee reward and recognition framework by establishing transparent, fair, and performance-based incentives. Such incentives may include promotions based on merit, employee recognition programs, performance bonuses, non-monetary rewards, and opportunities for career advancement. A well-structured reward system is likely to enhance employee motivation, commitment, and job satisfaction, which in turn can lead to improved efficiency and quality of public service delivery. The county should therefore integrate reward management into its human resource policies to foster a high-performance culture within the public service.

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10. DECLARATION OF CONFLICT OF INTEREST

The author declares that there are no conflicts of interest regarding the publication of this article. The author has no financial, professional, or personal relationships that could have influenced the preparation, analysis, interpretation, or presentation of the information contained in this paper.

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