

ABSTRACT

Strategic management literature show that strategic human resources management practices (SHRM) drive firm performance. However, prior studies focus on SHRM practices in developed countries but none has been done in Ministry of Information, Communication and Technology (MoICT) yet the Kenya Institute of Policy and Research Analysis document that an increase in the proportion of workers who are satisfied in public sector would result in about 17 per cent reduction in turnover in the public service where the MoICT employees belong. There is no known study that has related innovative recruitment and selection systems and performance of sugar firms and the relationship between integration of human resource (HR) with corporate strategies and performance of sugar firms. Therefore, the purpose of this study was to establish the relationship of strategic human resources management (SHRM) practices and service delivery in MoICT, Nairobi, Kenya. Objectives of the study were to; determine the association between innovative recruitment and selection system and performance and establish the relationship between integration of HR with corporate strategies and performance. The study was anchored on Configurational theory. A correlational research design was employed on target population of 130 employees and sample of 120 employees was used. A semi-structured self-administered questionnaire was used to collect primary data. Secondary data was collected through document review. Instrument validity was checked using expert review whereas reliability was done using pilot test and the instrument was found reliable since all items had $\alpha > .701$ implying internal consistency. The findings were that relationship between strategic outsourcing and service was significantly positive ($r = 0.548$, $p = 0.006$, $n = 120$) implying that its use influences service delivery in the MoICT positively; the association between innovative recruitment and service delivery was positive and significant ($r = 0.710$, $p = 0.000$, $n = 120$) implying that its application associate positively with service delivery and the association between integration of HR with corporate strategies and service delivery was positive and significant ($r = 0.866$, $p = 0.000$, $n = 120$) implying that its use leads to an increase in service delivery. Study conclusions are that; strategic outsourcing positively influences service delivery; use of innovative recruitment and selection systems associate positively with service delivery and integration of HR with corporate strategies leads to an increase in service delivery in MoICT. Recommendations of the study are that firms should intensify application of strategic outsourcing of HR function; intensify use of strategic outsourcing; increase use of innovative recruitment and selection systems and intensify integration of HR with corporate strategies. The research findings may be significant to public sector human resource policy makers in designing appropriate human resource management strategies that maximizes service delivery. It will also provide new empirical evidence on the strategic HRM practices and service delivery and form a basis for future research in the area.