

**RELATIONSHIP BETWEEN STRATEGIC HUMAN RESOURCE
MANAGEMENT PRACTICES AND SERVICE DELIVERY IN THE
MINISTRY OF INFORMATION, COMMUNICATIONS AND
TECHNOLOGY, KENYA**

BY

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DECLARATION

DECLARATION BY THE STUDENT

This project report is my original work and has not been submitted for a degree in any other University.

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APPROVAL

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DEDICATION

This research project is dedicated to my family, I thank God for them.

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.

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ABBREVIATIONS AND ACRONYMS

AIDS	-	Acquired Immune Deficiency Syndrome
ASE	-	Australian Stock Exchange
CMIE	-	Centre for Monitoring Indian Economy
GDP	-	Gross Domestic Product
HPHRMP	-	High Performance Human Resource Management practices
HR	-	Human Resource
HR	-	Human Resources
HRM	-	Human Resource Management
HRM	-	Human Resources Management
KNBS	-	Kenya National Bureau of Statistics
MoICT	-	Ministry of Information, Communications and Technology
ROA	-	Return on Assets
ROE	-	Return on Equity
SHRM	-	Strategic Human Resources Management
USA	-	United States of America

OPERATIONAL DEFINITION OF KEY TERMS

Effectiveness	The degree to which objectives are achieved and the extent to which targeted problems are solved within the ministry.
Efficiency	The ratio of translation of ministry resources into welfare outcomes for example in the form of cost and time savings in process of resource uses.
Integration of HRM	Refers to the involvement of HRM in the formulation and implementation of organizational strategies and the alignment of HRM with the strategic needs of an organization.
Strategic HRM practices	are strategic outsourcing, innovative recruitment and selection systems and alignment of HR functions with corporate strategies.
Strategic HRM	Refers to the involvement of HRM in the formulation and implementation of organizational strategies and the alignment of HRM with the strategic needs of an organization.
Strategic Outsourcing	It is a management strategy, by which an organization delegates major, non-core functions to specialized and efficient service providers.

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CHAPTER ONE

INTRODUCTION

This chapter covers background of the study, statement of the problem, objectives of the study, hypothesis, scope of the study, justification of the study and conceptual framework.

1.1. Background of the Study

Strategic human resources management (SHRM) is a new paradigm in managing human resources (HR) in the modern organization which is hinged on the understanding that the most critical resource that any organization must provide itself of is HR, since it is the HR that is responsible for coordinating the other factors of production to spur corporate performance. Vertical integration is necessary to provide congruence between business and HR strategy so that the latter supports the accomplishment of the business strategy and helps to define it. SHRM is also about horizontal integration which aims to ensure that the different elements of the HR strategy fit together and are mutually supportive (Armstrong, 2008). According to Werbel and DeMarie (2005), HRM practices create procedures that constitute the building of employees' knowledge and skills throughout the organization to promote valued and unique organizational competencies which support competitive advantage.

Cooke *et al.*, (2005) asserts that SHRM is an efficient function that copes with environmental changes. It directly and indirectly benefits companies because it changes passivity into initiative, transmits organizational goals clearly and encourages the involvement of line managers. Marchington (2008) argue that SHRM positively influences firm performance because it generates structural cohesion, an employee-generated synergy that propels a company forward, enabling the firm to respond to its environment while still moving forward. The recent developments in many business sectors in both developed and developing nations has led to the need for businesses to focus on sustainable strategies. This includes strategic human resource management practices. A number of models have been proposed to guide the practice of strategic HRM (see Cooke *et al.*2005; Werbel and DeMarie, 2005). A major shortcoming of the strategic HRM literature is that, despite extensive studies, evidence is scarce regarding actual as opposed to perceived effectiveness, overall usefulness and

performance consequences of strategic HRM practices. Business firms in developing countries, particularly in the sugar industry in Kenya are beset by environmental turbulence heralded by the deregulation of the sugar industry, would benefit from strategic control practices. Neither the strategic HRM practices nor their performance consequences are known in Kenyan sugar firms.

Strategic HRM refers to the involvement of HRM in the formulation and implementation of organizational strategies and the alignment of HRM with the strategic needs of an organization (Schuler and Jackson, 1999). The resultant strategic HRM practices are strategic outsourcing, innovative recruitment and selection systems and alignment of HR functions with corporate strategies (Dimba and K'Obonyo, 2009).

Strategic outsourcing is the strategic use of outside resources to perform activities that are traditionally handled by internal staff and resources. It is a management strategy by which an organization delegates major, non-core functions to specialized and efficient service providers, or as Corbett (1999) asserts that outsourcing is nothing less than the wholesale restructuring of the corporation around core competencies and outside relationships (Corbett, 1999). The traditional outsourcing emphasis on tactical benefits like cost reduction – cheaper labour cost in low-cost countries – have more recently been replaced by productivity, flexibility, speed and innovation in developing business applications, and access to new technologies and skills (Wild *et al.*, 1999).

Reviewed literature (Elmuti and Kathawala, 2000; Frayer *et al.*, 2001) show that strategic outsourcing is an important factor in enhancing service delivery in terms of cost reduction and quality improvement, among other reasons. Prior researches use convenient sampling methods and exploratory research designs and descriptive statistics (Klaas *et al.*, 2001; Steensma *et al.*, 2000) but fail to study firms in the sugar sector. Moreover, others use primary data based on cross-sectional study units (Singh, 2004; Tessemer and Soeters, 2006; Dimba and K'Obonyo, 2009) but do not study the relationship between strategic outsourcing and service delivery in the public sector using correlational research design. Therefore, no studies investigating the relationship between strategic outsourcing and service delivery of MoICT, Kenya.

Armstrong (2006) defines recruitment and selection system as that HR process that helps in identifying a right candidate with potential to perform. A rigorous selection system generates a sense of elitism, creates high expectations of performance, and signals a message of importance of the people to the organization (Pfeiffer, 1994). The mismatch between the person and the job can hamper performance levels, whereas a sophisticated selection system can ensure a better fit between the person's abilities and the organization's requirement. Also, selection has been found to be positively related to firm performance (Terpsra and Rozell, 1993). Organizations can also develop and enhance the quality of the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Barak *et al.*, 1999). Organizations can monitor the development of desired employee attitudes and behavior through the use of the appraisal mechanisms. This appraisal-based information could be used for changing the selection and training practices to select and develop employees with the desired behaviors and attitudes. However, the effectiveness of skilled employees will be limited unless they are motivated to perform their jobs.

Reviewed literatures show that innovative recruitment and selection systems are important drivers of service delivery. Prior researches (Cooke *et al.*, 2005; Purcell *et al.*, 2007; David *et al.*, 2002; Ramarapu *et al.*, 1997 and Huang, 1998) use stratified random sampling methods and exploratory or descriptive research designs, generalized linear models and descriptive statistics; study firms in the manufacturing sector. They employ primary data based on cross-sectional study units, but fail to study sugar firms using correlational research design. Therefore, no researches relating innovative recruitment and selection systems on service delivery in MoICT using correlational research design.

Alignment of HRM with corporate strategies refers to the involvement and alignment of HRM with the strategic needs of an organization (Schuler and Jackson, 1999). Buyens and De Vos (1999) argue that in order for HR to be a strategic partner, HR managers should be involved in strategic decision making alongside other senior managers, providing greater opportunity to align HR goals, strategies, philosophies and practices with corporate objectives and the implementation of business strategy.

To achieve strategic integration and alignment of HRM with business strategies, a documented HRM strategy would also be useful (Budhwar, 2000; Teo, 2002) as it can make more concrete the role and authority of HR managers in corporate decision making and increase capacity to cope with externalities such as a tight labour market (Cunningham and Deborah, 1995).

Empirical evidence (Singh, 2004; Green *et al.*, 2006; Tessemer and Soeters , 2006; Kai *et al.*, 2007; Som, 2008 and Dimba and K'Obonyo, 2009) show that integration of HR with corporate strategies is an important aspect of enhancing firms' service delivery. Prior researches use stratified random sampling methods and exploratory or descriptive research designs and descriptive statistics; study firms in the manufacturing sector. They employ primary data based on cross-sectional study units, but fail to study specific ministries in Kenya using correlational research design. Therefore, no researches relating integration of HR with corporate strategies on service delivery in MoICT, Kenya.

The MoICT in Kenya falls under the public service. The Ministry's mandate is derived from Executive Order No.2 of May 2013 whose functions include, Information, Communications and Technology (ICT), broadcasting, language management policies, public communications, promotion of e-government, ICT training and standards development and administration, development of national communications capacity and infrastructure, provision of public relations services, promotion of software development industry, telecommunications and fiber optics infrastructure among others. The vision of the MoICT is to make Kenya a world class of excellence in ICT. Their mission is to develop Kenya as a globally competitive and prosperous nation by creating an enabling environment that encourages and enhances the development, expansion and use of Information Communications Technologies. The Ministry has nine (9) Semi-Autonomous Government Agencies (SAGAs) and four (3) departments namely Administration, Department of Public Communications and Department of Information.

MoICT has of late been facing problems of lateness, corruption, underperformance with its staff lately resulting in low performance. In spite of these recurrent problems there has not been a study to reveal how to solve the HRM predicaments experienced by the MoICT in order to lead to increased levels of employee job satisfaction. This

study therefore seeks to find out the human resource management practises that could be adopted in MoICT and other organizations facing similar problems to increase levels of employee satisfaction that will inturn enhance the economy of the country.

1.2 Statement of the Problem

Strategic management literature show that strategic human resource management practices are important factors in enhancing firm performance in terms of cost reduction and quality improvement, among other reasons. Prior researches do not explore the extent of adoption of strategic human resources management practices in various sectors and it is unknown how strategic outsourcing relates to service delivery in public service. No known study has related innovative recruitment and selection systems and service delivery in MoICT using correlational research design. Moreover, the relationship between integration of HR with corporate strategies and service delivery is not apparent.

1.3 Objectives of the Study

The general objective of this study will be to establish the relationship between strategic human resources practices and service delivery in the MoICT in Kenya.

Specifically, the study sought to:

1. Establish the relationship between strategic outsourcing and service delivery in the MoICT.
2. Determine the association between innovative recruitment and selection system and service delivery in the MoICT.
3. Establish the relationship between integration of HR with corporate strategies and service delivery in the MoICT.

1.4 Research Hypotheses

The study will be guided by the following research hypotheses:

H₀₁: There is no relationship between strategic outsourcing and service delivery in the MoICT.

H₀₂: There is no association between innovative recruitment and selection system and service delivery in the MoICT.

H₀₃: There is no relationship between integration of HR with corporate strategies and service delivery in the MoICT.

1.5. Justification of the Study

Besides enabling the researcher to meet course objectives, the findings of the study will add to the existing body of knowledge in human resource. This could become useful to management of MoICT and other human resource practitioners in formulation and implementation of future workplace policies, and also pave way for identification of those aspects of the various sectors for which change might be expected to improve service delivery and working conditions. The findings of this study will also inform the various stakeholders such as other organizations wishing to adopt Strategic Human Resource Management Practices, policy makers in designing appropriate policies that support service delivery to achieve organizational effectiveness and investors in sourcing for the best performing ministries and the academia in identifying any gaps existing in the adoption of SHRM practices and do research that would be able to fill the gaps.

1.6. Scope of the Study

In terms of the subject scope, this study is limited to the broad business field of human resources management. In terms of conceptual scope, this study looks at strategic human resources management practices and service delivery. MoICT, Nairobi is the area or geographical scope of scope in this study. In terms of time scope, this study will be cross-sectional study and In terms of time scope, the study was conceived in 2016 and will be done between March 2017 and October 2017.

1.7 Conceptual Framework

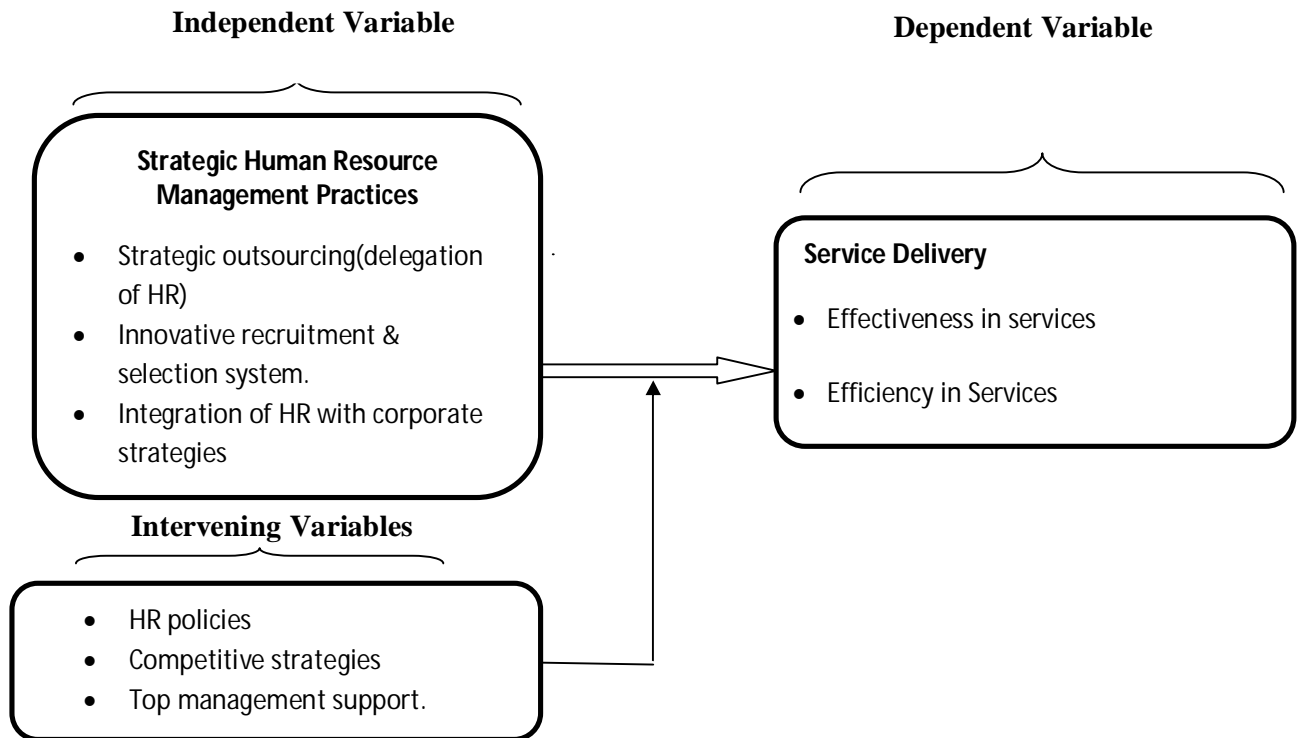


Figure 1.1: Strategic Human Resource Management Practices and Service Delivery Relationship

Source: Adapted from Dimba and K'Obonyo (2009)

The above conceptual framework shows the relationship between Strategic Human Resource Management practices and service delivery. Strategic HRM practices which is the independent variable has three dimensions namely, strategic outsourcing (delegation of HR), innovative recruitment & selection system and integration of HR with corporate strategies. The dependent variable is the service delivery is surrogated by effectiveness and efficiency in services. The relationship is subject to four intervening variables: HR policies, competitive strategies, top management support and labour laws.

CHAPTER TWO

LITERATURE REVIEW

This chapter covers the review of all relevant theories, empirical studies and concepts on the subject and the research gaps.

2.1 Universalistic Theory

It is also referred to as the best practice model, which is based on the assumption that there is a set of superior/best HRM practices, and that adopting them will inevitably lead to superior service delivery (Luthans and Summer, 2005). The notion of best practice was identified initially in the early US models of HRM, many of which mooted the idea that the adoption of certain ‘best’ human resource practices would result in enhanced service delivery, manifested in improved employee attitudes and behaviors, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity, enhanced quality and efficiency and of course increased profitability (Marchington and Wilkinson, 2008). It is argued that all organizations will benefit and see improvements in service delivery if they can identify, gain commitment to and implement a set of best HRM practices. Thus, universalistic perspective maintains that firms will see performance in terms of service delivery gains by identifying and implementing best practice irrespective of the product market situation, industry or location of the firm (Pfeffer, 2001).

However, the notion of a single set of best SHRM practices has been overstated. There are examples in every industry of firms that have very distinctive management practices, distinctive human resources practices which shape the core competences that determine how firms compete. What works well in one organization will not necessary work well in another because it may not fit its strategy, technology or working practices? According to Becker *et al* (2001), organizational high performance work systems are highly idiosyncratic and must be tailored carefully to each firm’s individual situation and specific context in order to provide maximum performance. These high performance work practices will only have a strategic impact therefore, if they are aligned and integrated with each other and if the total SHRM system supports key business priorities. This approach therefore ignores

potentially significant differences between organizations, industries, sectors and countries.

2.2 Configurational Theory

A strategy's success turns on combining external fit and internal fit. A firm with bundles of HR practices should have a high level of performance, provided it also achieves high levels of fit with its competitive strategy (Richard and Thompson, 1999). Emphasis is given to the importance of bundling SHRM practices and competitive strategy so that they are interrelated and therefore complement and reinforce each other. Implicit in is the idea that practices within bundles are interrelated and internally consistent, and has an impact on performance because of multiple practices. Employee performance is a function of both ability and motivation. Thus; there are several ways in which employees can acquire needed skills (such as careful selection and training) and multiple incentives to enhance motivation (different forms of financial and non-financial rewards). The idea of best practice might be more appropriate for identifying the choices of practices as opposed to the practices themselves. The good practices that do well in one successful environment should not be ignored altogether. Benchmarking is a valuable way of identifying areas of innovation and development that are practiced to good effect elsewhere by leading companies. But it is up to the firm to decide what may be relevant in general terms and what lessons can be learnt that can be adopted to fit its particular strategic and operational requirements.

2.3 The Concept of Strategic Human Resource Management

According to Werbel and DeMarie (2005), HRM practices create procedures that constitute the building of employees' knowledge and skills throughout the organization to promote valued and unique organizational competencies which support competitive advantage. Strategic HRM is a new paradigm in managing HR in the modern organization which is hinged on the understanding that the most critical resource that any organization must provide itself of is HR, since it is the HR that is responsible for coordinating the other factors of production to spur corporate performance. Vertical integration is necessary to provide congruence between business and HR strategy so that the latter supports the accomplishment of the

business strategy and helps to define it. SHRM is also about horizontal integration which aims to ensure that the different elements of the HR strategy fit together and are mutually supportive (Armstrong, 2008).

Cooke *et al.*, (2005) asserts that SHRM is an efficient function that copes with environmental changes. It directly and indirectly benefits companies because it changes passivity into initiative, transmits organizational goals clearly and encourages the involvement of line managers. Marchington (2008) argue that SHRM positively influences firm performance because it generates structural cohesion, an employee-generated synergy that propels a company forward, enabling the firm to respond to its environment while still moving forward.

Strategic outsourcing is the strategic use of outside resources to perform activities that are traditionally handled by internal staff and resources. It is a management strategy by which an organization delegates major, non-core functions to specialized and efficient service providers, or as Corbett (1999) asserts that outsourcing is nothing less than the wholesale restructuring of the corporation around core competencies and outside relationships (Corbett, 1999). The traditional outsourcing emphasis on tactical benefits like cost reduction – cheaper labour cost in low-cost countries – have more recently been replaced by productivity, flexibility, speed and innovation in developing business applications, and access to new technologies and skills (Wild *et al.*, 1999).

Integration of HRM refers to the involvement of HRM in the formulation and implementation of organizational strategies and the alignment of HRM with the strategic needs of an organization (Schuler and Jackson, 1999). Buyens and De Vos (1999) argue that in order for HR to be a strategic partner, HR managers should be involved in strategic decision making alongside other senior managers, providing greater opportunity to align HR goals, strategies, philosophies and practices with corporate objectives and the implementation of business strategy. This involvement would include the membership of HR managers in the most senior management teams in the organization. This would provide an opportunity for HRM to represent its concerns and influence business strategy from the outset of decision making. The chances of integration and value creation may be further increased if the senior HR manager and the CEO have an opportunity to establish a relationship. In this role, HR

managers need to have knowledge of core markets, competitors, costs, profit indicators and stakeholders to be considered equal business partners (Chaddie, 2001). The involvement of a senior HR manager in a firm's senior management team provides an important channel for interactive information flow and communication.

To achieve strategic integration and alignment of HRM with business strategies, a documented HRM strategy would also be useful (Budhwar, 2000; Teo, 2002) as it can make more concrete the role and authority of HR managers in corporate decision making and increase capacity to cope with externalities such as a tight labour market (Cunningham and Deborah, 1995). A documented HRM strategy helps the organization to develop an HRM vision and objectives and to monitor performance. Some empirical evidence from previous research indicates that the full impact of HR practices on organizational performance occurs when HR practices are strategically congruent and consistent with each other (Khatri, 1999).

In order to make HR managers more available for participation in strategic decision-making process, Budhwar and Khatri (2001) argue that the responsibility of routine execution and administration of HR practices should be delegated to line managers as they have direct and frequent contact with employees. However, for the benefit of devolvement to be realized, line managers will need to possess appropriate skills to execute HR practices competently and effectively to a benchmarked standard advocated by HR managers (Hall and Torrington, 1998). This means that the senior HR manager needs to be a strategic partner with line managers, providing training, resources, incentive with HRM policy (Teo, 2002).

A rigorous, valid and sophisticated recruitment and selection system helps in identifying a right candidate with potential to perform. A rigorous selection system generates a sense of elitism, creates high expectations of performance, and signals a message of importance of the people to the organization (Pfeiffer, 1994). The mismatch between the person and the job can hamper performance levels, whereas a sophisticated selection system can ensure a better fit between the person's abilities and the organization's requirement. Also, selection has been found to be positively related to firm performance (Terpsra and Rozell, 1993). Organizations can also develop and enhance the quality of the current employees by providing

comprehensive training and development. Indeed, research indicates that investments in training employees in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Barak *et al.*, 1999). Organizations can monitor the development of desired employee attitudes and behavior through the use of the appraisal mechanisms. This appraisal-based information could be used for changing the selection and training practices to select and develop employees with the desired behaviors and attitudes. However, the effectiveness of skilled employees will be limited unless they are motivated to perform their jobs.

2.4 Concept of Service Delivery

Service delivery can be assessed in the form of changes in the well-being of individuals that can be attributed to particular interventions, such as a project, program or policy by the institution concerned (Gupta, 2005). Ministries are expected to contribute to service delivery which in turn causes advancement towards attainment of the Millennium Development Goals (Dehn, et al., 2005). Service delivery can be viewed in terms of the quality and quantity of services they provide. According to Amin et al. (2008), the measurement of service delivery can represent a powerful mechanism for obtaining feedback from client to providers and a better understanding of service delivery will enable policy makers to increase the efficiency and effectiveness with which resources are translated into welfare outcomes. Efficiency is the ratio of translation of resources into outcomes while effectiveness refers to the degree to which objectives are achieved and the extent to which targeted problems are solved (Stevenson & William, 1999). Efficiency is generally seen as the ratio of time or resources spent in performing a task to some pre-determined standard time or resources.

2.5 Review of Empirical Studies

2.5.1 The Relationship between strategic outsourcing and performance

Elmuti and Kathawala (2000) examined the degree of success or failure of outsourcing strategy among organizations in Greece and found that about 31 per cent (85 firms) of the (270) organizations who reported that they did have an outsourcing program in their organizations reported that their outsourcing programs had failed

(checked that it was not successful or indicated that it was too early in the effort to determine success), to achieve their stated objectives of influencing and enhancing organizational effectiveness, performance, productivity, cost-savings, cycle time, customer service, market share and quality. However, the study did not cover ministries and failed to check the relationship between strategic outsourcing and service delivery of MoICT.

Using descriptive research design, Frayer *et al.* (2001) studied the interrelationship between outsourcing strategy and performance and found that in order for an outsourcing strategy to work effectively, companies must proactively manage their outsourcing strategies by establishing top management commitment, global sourcing structures and processes, and global sourcing business capabilities. In addition, they found that companies that have not raised their sourcing approach to global, strategic level may already be behind in terms of quality, cost, delivery, technology, performance, and customer service. However, the study used a small sample and purposive sampling and did not cover parastatals and ministries.

A study by Klaas *et al.* (2001) studied outsourcing strategy effectiveness and its impact on organizational characteristics and found that the influence of organizational characteristics was highly contingent, suggesting that organizational characteristics have different effects on various types of outsourcing activities outsourced. As such, it appears that many factors such as pay level, promotional opportunities and demand uncertainty should be considered when deciding to outsource functions or activities. However, the study fails to explore the relationship between strategic outsourcing and service delivery. Moreover, it did not cover ministries in Kenya.

Steensma *et al.* (2000) examined the outcomes of technology-sourcing partnerships from the sourcing firms point of view and found that, in general, equity-based alliances were more effective than contract-based outsourcing and outcomes from technology partnerships for sourcing firms depend on the interaction between technology attributes and the interdependence between source and sourcing firms. The study failed to interrogate the relationship between strategic outsourcing and service delivery in the public sector.

Singh (2004) investigated the relationship between six HRM practices and firm level performance in India. 359 firms were drawn from firms listed in the Centre for Monitoring Indian Economy (CMIE) database. Of these 359 firms, 82 responded positively to the survey. Using regression and correlation analyses, the study found a significant relationship between the two HR practices, namely, training and compensation, and perceived organizational and market performance of firms. However, the study did not interrogate the relationship between strategic outsourcing and service delivery in the parastatals and state departments.

Tessember and Soeters (2006) examined how, when and to what extent HR practices affect performance in Eritrea and found that successful implementation of HR practices could enhance individual and civil service organization of Eritrea, but the economic and political environment within which HR practices operate are not conducive. Their study tried to shed some light on the HRM-performance debate within the context of a developing country. However, the study did not examine the effect of strategic outsourcing on performance of sugar firms in Western Kenya.

Dimba and K'Obonyo (2009) investigated the nature of the effect of SHRM practices on organizational performance. The study sought to determine whether the effect of human resource management practices on organizational performance is direct or indirect through employee motivation, and whether employee cultural orientations moderate the relationship between strategic human resource practices and employee motivation. 50 multinational manufacturing companies in Kenya were sampled. One HR manager, 2 line managers and 3 employees from each organization were chosen for the survey. The study adopted the measures developed by Hofstede and Huslid. Using regression analysis, the study found that all the variables of SHRM practices, except recruitment and selection were positive and significantly correlated with performance; relationship between SHRM practices and firm motivation did not depend on employee cultural orientations when cultural values were considered; motivation mediated the relationship between SHRM practices and firm performance and motivation affected firm performance. However, the study did not focus on ministries and state departments in Kenya.

Reviewed literature (Elmuti and Kathawala, 2000; Frayer *et al.*, 2001) show that strategic outsourcing is an important factor in enhancing service delivery in terms of cost reduction and quality improvement, among other reasons. Prior researches use convenient sampling methods and exploratory research designs and descriptive statistics (Klaas *et al.*, 2001; Steensma *et al.*, 2000) but fail to study firms in the sugar sector. Moreover, others use primary data based on cross-sectional study units (Singh, 2004; Tessemer and Soeters, 2006; Dimba and K'Obonyo, 2009) but do not study the relationship between strategic outsourcing and service delivery in the public sector using correlational research design. Therefore, no studies investigating the relationship between strategic outsourcing and service delivery of MoICT, Kenya.

2.5.2 The Association between innovative recruitment and selection system and Service delivery

Using descriptive research design, Cooke *et al* (2005) investigated the HRM practices of firms in declining industries and found that most high performance firms adopted SHRM measures. However, the study fails to study the association between innovative recruitment and selection system and service delivery. Another study by Purcell *et al.* (2007) on the relationship between HRM practices and firm performance and found a positive relationship between HRM practices and firm financial performance. They also found that the strategic orientation of HR in high productivity firms differed obviously from that in low productivity firms. Developments in SHRM thinking are thus explored through the best-fit, best-practice and Configurational approaches which have a profound impact in the understanding of the contribution SHRM can enhance organizational performance, through increased competitive advantage and added value. However, the study fails to interrogate the association between innovative recruitment and selection system and service delivery of MoICT, Kenya.

Using descriptive statistics and regression analysis, a study by David *et al.* (2002) in Singapore, examined the relationship between strategic HRM and organizational financial and human resource performance in Singapore and found that with the exception of team-based work and performance-based pay, all the other strategic HRM components have a positive impact on the financial performance of a firm.

Results also show that all the strategic HRM variables have a positive impact on HR performance.

A study by Ramarapu *et al.* (1997) investigated issues in foreign human resources outsourcing and found that a country's unique cultural dimensions, laws and regulations, supporting infrastructure, and economic issues such as strikes and work stoppages were among the biggest obstacles to outsourcing success, followed by the limitations of outsourcing on the morale and performance of the remaining employees, management must step in and rebuild trust among the workers and jobs may need to be reevaluated and expanded or changed to fit the new organization. However, they failed to test the association between the innovative recruitment and selection system and service delivery in the public sector.

Elmuti and Kathawala (2000) use purposive sampling to investigate why organizations in Greece take risk of outsourcing and find that outsourcing projects were undertaken for several reasons: cost reduction, quality improvement, increase exposure to worldwide technology, delivery and reliability improvements, gain access to materials only available abroad, establish a presence in a foreign market, use resources that are not available internally, reduce the overall amount of specialized skills and knowledge needed for operations, make capital fund available for more profitable operations, and to combat the introduction of competition to the domestic supply. They conclude that outsourcing impacts on the organization's bottom line, although more distant purpose such as strategy, competitive advantage, and competitor actions may have been the rationale for the more direct reasons. However, only organizations in Greece are studied and firms in public sector are omitted and did not cover the association between innovative recruitment and selection system and service delivery in ministries and parastatals in Kenya.

Using descriptive research design, Elmuti and Kathawala (2000) further examined how strategic outsourcing programs were organized and identified two types of sourcing currently at the forefront of academic, government, and management attention were offshore subcontracting and controlled offshore manufacturing. However, they looked at general strategic outsourcing mechanisms as opposed to specific human resources practices, did not use correlational research design and did

not cover sugar firms and did not explore the effect of innovative recruitment and selection system on service delivery.

Sinderman (1995) investigated activities of outsourcing providers and found that the outsourcing providers were taking increasing responsibility in realms that have traditionally remained in-house, such as corporate strategy, information management, business investment, and internal quality initiatives. However, this was an exploratory study and did not cover firms in sugar firms in Western Kenya. In addition, it fails to investigate the effect of innovative recruitment and selection system and service delivery.

Another study by Ferris *et al.* (1990) investigated whether effective management of human resources might contribute to positive organizational performance in the U. S construction industry and found that firms that had HRM departments were generally high performers (i.e., larger total sales volume), firms that had a higher percentage of their workforce unionized also performed better than firms with a lower percentage and, finally, firms performed better when they engaged in more formalized strategic planning. However, this was an exploratory study and did not cover public sector departments and ministries.

In a comparative study of strategic HRM practices among American-owned, Taiwan-owned and Japanese-owned firms, Huang (1998) examines the strategic level of HRM at 315 Taiwanese business firms. Using the General Linear Model (GLM) and Scheffe multi-range test as methods of statistical analysis, the findings indicate that American-owned businesses were discovered to engage in strategic human resource management (SHRM) more frequently than Japanese- or Taiwan-owned enterprises. The study found a positive relationship between the amount of capital resources available to firms and the extent to which they practiced SHRM. However, this study used General Linear Model as opposed to multiple regression analysis and did not cover firms in sugar firms in Western Kenya. In addition, it fails to investigate the effect of innovative recruitment and selection system on service delivery.

Reviewed literatures show that innovative recruitment and selection systems are important drivers of service delivery. Prior researches (Cooke *et al.*, 2005; Purcell *et*

al., 2007; David *et al.*, 2002; Ramarapu *et al.*, 1997 and Huang, 1998) use stratified random sampling methods and exploratory or descriptive research designs, generalized linear models and descriptive statistics; study firms in the manufacturing sector. They employ primary data based on cross-sectional study units, but fail to study sugar firms using correlational research design. Therefore, no researches relating innovative recruitment and selection systems on service delivery in MoICT using correlational research design.

2.5.3 The Relationship between integration of HR with corporate strategies and Service delivery

Singh (2004) investigated the relationship between six HRM practices and firm level performance in India. 359 firms were drawn from firms listed in the Centre for Monitoring Indian Economy (CMIE) database. Of these 359 firms, 82 responded positively to the survey. Using regression and correlation analyses, the study found a significant relationship between the two HR practices, namely, training and compensation, and perceived organizational and market performance of firms. However, the study did not interrogate the effect of integration of HR with corporate strategies on service delivery in MoICT, Kenya using correlational research design.

Another study by Green *et al.* (2006) on the relationship between integrated HR functions and organizational performance and reported that organizations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and organizational performance. However, the study did not study the effect of integration of HR with corporate strategies on service delivery.

Tessember and Soeters (2006) examined how, when and to what extent HR practices affect performance in Eritrea and found that successful implementation of HR practices could enhance individual and civil service organization of Eritrea, but the economic and political environment within which HR practices operate are not conducive. Their study tried to shed some light on the HRM-performance debate

within the context of a developing country. However, the study did not interrogate the effect of integration of HR with corporate strategies on service delivery

Using a stratified random sampling by industry and descriptive statistics and correlation analysis, Kai *et al.* (2007) surveyed 231 firms listed on the Australian Stock Exchange (ASE) and found that strategic integration and devolvement of HRM were practiced to a moderate extent in the firms sampled, and that the degree of alignment of HRM with business objectives and strategies had a positive relationship with perceived firm financial performance. However, this study did not cover MoICT in Kenya.

Som (2008) sampled 69 Indian companies with a view to examining the impact of innovative SHRM practices on firm performance. Using descriptive statistics and regression analysis, results indicate innovative recruitment and compensation practices have a positive significant relationship with firm performance. Their results also show that recruitment, role of the HR department and compensation practices seem to be significantly changing within the Indian firms in the context of Indian economic liberalization. The synergy between innovative HRM practices was not found to be significant in enhancing performance during the liberalization process. However, the study did not interrogate the effect of integration of HR with corporate strategies on service delivery.

Similarly, Dimba and K'Obonyo (2009) investigated the nature of the effect of SHRM practices on organizational performance. The study sought to determine whether the effect of human resource management practices on organizational performance is direct or indirect through employee motivation, and whether employee cultural orientations moderate the relationship between strategic human resource practices and employee motivation. 50 multinational manufacturing companies in Kenya were sampled. One HR manager, 2 line managers and 3 employees from each organization were chosen for the survey. The study adopted the measures developed by Hofstede and Huslid. Using regression analysis, the study found that all the variables of SHRM practices, except recruitment and selection were positive and significantly correlated with performance; relationship between SHRM practices and firm motivation did not depend on employee cultural orientations when cultural

values were considered; motivation mediated the relationship between SHRM practices and firm performance and motivation affected firm performance. However, the study did not interrogate the effect of integration of HR with corporate strategies and service delivery in the public sector.

Okpara and Pamela (2008) examined the extent to which organizations in Nigeria use various HRM practices and the perceived challenges and prospects of these practices. Data were collected from 253 managers in 12 selected companies in 10 cities and found that HRM practices, such as training, recruitment, compensation, performance appraisal and reward systems are still in place and that issue of tribalism, AIDS, training and development and corruption are some of the challenges facing HRM in Nigeria. However, the study did not interrogate the effect of integration of HR with corporate strategies on service delivery in the ministries in Kenya.

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Tessember and Soeters (2006) examined how, when and to what extent HR practices affect performance in Eritrea and found that successful implementation of HR practices could enhance individual and civil service organization of Eritrea, but the

economic and political environment within which HR practices operate are not conducive. Their study tried to shed some light on the HRM-performance debate within the context of a developing country. However, the study did not interrogate the effect of integration of HR with corporate strategies on performance of sugar firms in Western Kenya using correlational research design. Using a stratified random sampling by industry and descriptive statistics and correlation analysis, Kai *et al.* (2007) surveyed 231 firms listed on the Australian Stock Exchange (ASE) and found that strategic integration and devolvement of HRM were practiced to a moderate extent in the firms sampled, and that the degree of alignment of HRM with business objectives and strategies had a positive relationship with perceived firm financial performance. However, this study did not cover ministries in Kenya.

Empirical evidence (Singh, 2004; Green *et al.*, 2006; Tessemer and Soeters , 2006; Kai *et al.*, 2007; Som, 2008 and Dimba and K'Obonyo, 2009) show that integration of HR with corporate strategies is an important aspect of enhancing firms' service delivery. Prior researches use stratified random sampling methods and exploratory or descriptive research designs and descriptive statistics; study firms in the manufacturing sector. They employ primary data based on cross-sectional study units, but fail to study specific ministries in Kenya using correlational research design. Therefore, no researches relating integration of HR with corporate strategies on service delivery in MoICT, Kenya.

CHAPTER THREE

METHODOLOGY

This chapter describes the methods and procedures used for data collection, analysis and presentation. It describes the research design, the study area, the target population, sample and sampling design, data collection procedures, processing, analysis and presentation.

3.1 Research Design

The study employed a correlational research design which involves relating two or more variables and allows predictions of outcomes based on causative relationships between the variables (Cooper and Schindler, 2003). According to Mugenda and Mugenda (2003), correlational research explores the relationship between variables, that is, the effect of one thing on another and more specifically, the effect of one variable on another. Mugenda and Mugenda (2003) contend that correlational research has the advantage of being relatively cheap and it is used for the current study so as to assess the relationships between study variables.

3.2 Study Area

The study area will be the MoICT in Nairobi. The study will be concentrated at the offices in Nairobi, since the work policies, systems and procedures are replicated in the counties. The study area is Nairobi City, the capital of Kenya. It is located at coordinates 1.28⁰ S 36.82⁰ E at altitude of 1,724 m (5,656 ft) with a population of 3,038,553 (GoK, 2009a) covering an area of 684 km². It is a commercial and industrial hub. The city and its surrounding area form the Nairobi County. The city was founded as a railway camp in 1899. It is so big that it is considered as one of the biggest in the whole of Africa. Dubbed as the Green City in the Sun, Nairobi is a bustling metropolitan with many protected nature reserves found within the city.

3.3 Target Population

The population for the study was all the 130 employees of the MoICT in Nairobi, targeting all the cadres of staff (Appendix I).

3.4 Data Type and Source

Both primary and secondary data was used. Primary data was obtained from respondents while secondary data was collected from documents in the custody of the MoICT. The researcher gathered secondary data from the governments' records and related reports.

3.5 Data Collection Method

Primary data was collected using self-administered structured questionnaire. Secondary data was collected through document review.

3.6 Reliability Test for Data Collection Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results over time and over similar samples (Cohen, et al, 2008). Reliability of the questionnaire will be done using a pilot test which sought to answer the question, does the questionnaire consistently measure whatever it purports to measures? When a questionnaire is used, establishing reliability commonly involves administration of the questionnaire or portions of the questionnaire to the same respondents at different times or under different circumstances in order to assess how stable the answers are. The questionnaire was pre-tested with 10 employees drawn from the MoICT head office in order to confirm the clarity of the questions. The 10 employees was however excluded from the final sample of the study leaving an effective sample of 262 respondents. The instrument was deemed to be reliable at Cronbach's Alpha of .701 (Norland, 1990).

Table 3.1: Summary of Pilot Results Based on Cronbach's Alpha Reliability Test

Variables	No. of Items	Cronbach's Alpha
Integration of HR with corporate strategies	2	0.711
Strategic outsourcing of HR functions	2	0.720
Innovative recruitment and selection	2	0.715
Effectiveness	4	0.875
Efficiency	4	0.716

Source: Field Data, 2017

All the variables had alpha values of above 0.701, indicating strong internal consistency among measures of variable items.

3.7 Validity Test for Data Collection Instrument

The validity of a measure is defined as the extent to which a construct or a set of measures correctly represents the concept of the study, and the degree to which it is free from any systematic or non-random error (Nunally, 1978). Validity was established using a panel of experts /academic advisers. The basic principle for establishing validity is the same as for corroborating audit observations and conclusions generally, that is, compared to evidence from different sources and of a different nature.

3.8 Data Analysis and Presentation

Both descriptive and inferential statistics was used to summarize and analyze the data, involving measures of dispersion and central tendency where means and averages and regression analysis was used. Pearson r correlation and multiple regression analyses was also be used to address objective (i) to (iii). Content analysis was performed on qualitative data. Data was presented using tables, figures and charts.

3.8.1 Correlation Analysis Model

The following formula adapted from Cohen et al. (2003) (Equation 3.1) was used to calculate Pearson r

$$\text{Correlation } (r) = \frac{[N\sum XY - (\sum X)(\sum Y)]}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}} \quad (3.1)$$

Where:

r = Pearson r correlation coefficient

N = number of values in each data set

$\sum xy$ = sum of the products of paired scores

$\sum x$ = sum of x scores

$\sum y$ = sum of y scores

$\sum x^2$ = sum of squared x scores

$\sum y^2$ = sum of squared y scores

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Response Return Rate

The researcher administered the questionnaires in person to the respondents. Some respondents filled the questionnaires in the researcher's presence and returned them immediately. Others opted to fill them at their own free time. Out of the 120 questionnaires administered to the respondents, 120 of them were returned constituting a response rate of 100.00 % of the administered questionnaires.

4.2 Demographic Characteristics of the Sample

The study sought to establish the background of the respondents in the study in terms of gender, period worked in the ministry and highest education level attained. The results were as shown in the following sections.

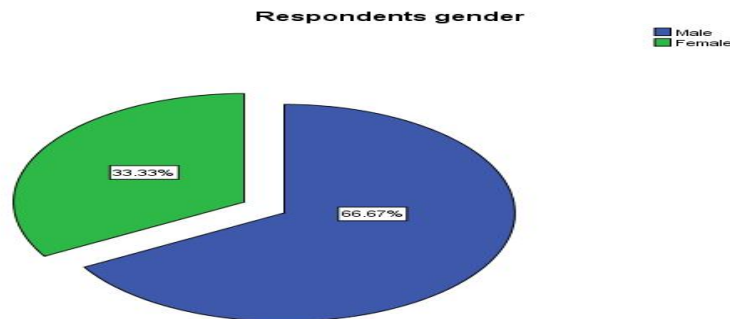


Figure 4.1: Respondents Age

Source: Field Data, 2017

Figure 4.1 indicates that 66.67 % of the respondents are males while 33.33 % of them were females. This implies that majority of employees in MoICT head office are males, hence the data obtained was gender biased.

Table 4.1: Period worked in the Ministry

Period	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2 years	20	16.7	16.7	16.7
2- 5 years	15	12.5	12.5	29.2
5-7 years	60	50.0	50.0	79.2
Above 7 years	25	20.8	20.8	100.0
Total	120	100.0	100.0	

Source: Field Data, 2017

Table 4.1 shows that 50.0 % of respondents had worked in the MoICT for a period between 5-7 years which therefore indicates low labour turnover, 20.8 % had worked for a period above 7 years and only 16.7 % have been in the MoICT for a period of 2 years and below. This implies that the data was obtained from respondents who had gotten experience on the service delivery and human resource management strategies in the public sector.

Table 4.2 Highest education level attained

Highest Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Professional certificate	66	55.0	55.0	55.0
Professional diploma	38	31.7	31.7	86.7
Bachelor's degree	9	7.5	7.5	94.2
Master's degree	7	5.8	5.8	100.0
Total	120	100.0	100.0	

Source: Field Data, 2017

The findings in the Table 4.2 shows that 55.0% of the respondents are professional certificate holders, 31.7 % are professional diploma holders, 7.5% have bachelor's qualification and only 5.8 % have master's qualification. This implies that data for the study was obtained from learned respondents who have easily acquainted to HR and service delivery matters hence the reliability of the data.

4.3: Descriptive Statistics on SHRM practices are adopted in MoICT

Descriptive statistics on the extent of strategic human resource practices adopted in MoICT namely frequencies, percentages; mean and standard deviations were computed.

4.3.1 Extent of Integration of HRM with Corporate Strategies

Integration of HRM with strategies with corporate strategies was measured using two items. Respondents were asked to rate how given HR activities were integrated with corporate strategies within their sugar firms. Responses were elicited on a 5-point scale (1-very low, 2-low, 3-moderate, 4-high, and 5-very high). These responses were then analyzed using frequencies, means and standard deviations.

Table 4.3: Rating of Extent Integration of HR with corporate strategies (n=120)

Constructs	5	4	3	2	1	Mean	Std. Dev
Overall Mean = 3.1875							
a. Alignment of HRM with strategic needs of the ministry	3(12.5%)	6(25.0%)	11(45.8%)	2(8.3%)	2(8.3%)	3.250	1.074
b. Involvement of HR department in the formulation and implementation of strategies	2(8.3%)	8(33.3%)	7(29.2%)	5(20.8%)	2(8.3%)	3.125	1.116

Key: *Very high=5, High =4, Moderate=3, Low=2, Very low=1*

Source: Field data, 2017

Results presented in Table 4.3 suggest that the respondents tended to rate moderately all the constructs of integration of HR with corporate strategies within their firms. The overall mean response score for all the items was 3.1875, coded as moderate meaning that integration of HR with corporate strategies is practiced moderately in the MoICT. The most highly rated activity was the alignment of HR with strategic needs of the ministry (Mean =3.25, Std. Dev =1.074) while the least rated activity was the involvement of HR department in the formulation and implementation of strategies (Mean=3.125, Std. Dev = 1.116). Besides, the small values of the standard deviations

imply that there were minimal variations in the responses on the items that were rated. MoICT emphasizes activities related to integration of HR with corporate strategies in line with both theory and research advances.

4.3.2: Extent of Strategic Outsourcing of HR Functions

Strategic outsourcing of HR functions was measured using two items. Respondents were asked to rate how given HR activities were outsourced by the MoICT. Responses were elicited on a 5-point scale (1-very low, 2-low, 3-moderate, 4-high, and 5-very high). These responses were then analyzed using frequencies, means and standard deviations.

Table 4.4: Rating of Extent Strategic Outsourcing of HR Functions (n=120)

Constructs	5	4	3	2	1	Mean	Std. Dev
Overall Mean = 3.500							
a. Use of outside resources to perform activities traditionally handled by internal staff and resources	5(20.8%)	9(37.5%)	7(29.2%)	1(4.2%)	2(8.3%)	3.583	1.1389
b. Delegation of non-core HR functions to specialized and efficient service providers	4(16.7%)	6(25.0%)	10(41.7%)	3(12.5%)	1(4.2%)	3.3750	1.0535

Key: *Very high=5, High =4, Moderate=3, Low=2, Very low=1*

Source: Field data, 2017

Results presented in Table 4.4 suggest that the respondents tended to rate high all the constructs of strategic outsourcing of HR functions within their sections. The overall mean response score for all the items was 3.500, coded as high implying that strategic outsourcing of HR functions is practiced highly in the MoICT . The most highly rated activity was use of outside resources to perform activities traditionally handled by internal staff and resources (Mean =3.583, Std. Dev =1.1389) while the least rated activity was delegation of non-core HR functions to specialized and efficient service providers (Mean=3.3750, Std. Dev = 1.0535). These results support the arguments by Corbett (1999) and Wild et al. (1999) that HR outsourcing emphasis on tactical benefits of outsourcing such as cost reduction, improved productivity, flexibility and

speed and innovations and should be embraced and practiced to great extent. In addition, the results are consistent with previous studies (Ramarapu *et al.*, 1997; Elmuti and Kathawala, 2000) who document that HR outsourcing in Greece was practiced to a very great extent.

4.3.3: Extent of Innovative Recruitment and Selection Systems

Innovative recruitment and selection was measured using two constructs. Respondents were asked to rate how given constructs were practiced in the MoICT. Responses were elicited on a 5-point scale (1-very low, 2-low, 3-moderate, 4-high, and 5-very high). These responses were then analyzed using frequencies, means and standard deviations as shown in Table 4.5.

Table 4.5: Rating of Extent Innovative Recruitment and Selection Systems (n=120)

Constructs	5	4	3	2	1	Mean	Std. Dev
Overall Mean = 3.1455							
a. Presence of systems that help in identifying the right candidate for the job	4(16.7%)	8(33.3%)	7(29.2%)	2(8.3%)	3(12.5%)	3.333	1.239
b. Use of performance appraisal feedback to adjust selection and training practices	4(16.7%)	6(25.0%)	2(8.3%)	9(37.5%)	3(12.5%)	2.958	1.3667

Key: *Very high=5, High =4, Moderate=3, Low=2, Very low=1*

Source: Field data, 2017

Table 4.5 results suggest that the respondents tended to rate moderate all the constructs of innovative recruitment and selection systems in the MoICT. The overall mean response score for all the items was 3.1455, coded as moderate meaning that innovative recruitment and selection systems is practiced moderately. The most highly rated activity was presence of systems that help in identifying the right candidate for the job (Mean =3.333, Std. Dev =1.239) while the least rated activity was use of performance appraisal feedback to adjust selection and training practices (Mean= 2.958, Std. Dev = 1.3667). These results support the arguments by Terpsra and Rozell (1993) and Barak *et al.* (1999) that innovative recruitment and selection systems should be embraced and practiced to highly. In addition, the results are consistent with previous studies (Ramarapu *et al.*, 1997; Elmuti and Kathawala, 2000)

who document that innovative recruitment and selection systems were important and practiced moderately.

4.4: Relationship between Strategic Outsourcing and Service Delivery

In order to assess the relationship between strategic outsourcing and service delivery, Pearson’s correlation analysis was performed and the results are summarized in the Table 4.6

Table 4.6: Pearson’s Correlation between Strategic Outsourcing and Service Delivery

Variables n = 120		Service delivery	Strategic Outsourcing
Service Delivery	Pearson Correlation Sig. (2-tailed)	1	
Strategic Outsourcing	Pearson Correlation Sig. (2-tailed)	.548** .006	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2017

As shown in Table 4.6, the relationship between strategic outsourcing and service delivery was positive and significant ($r = 0.548$, $p = 0.006$, $n = 120$) implying that use of strategic outsourcing influences service delivery positively. This finding is in tandem with previous studies (Rowan, 1997; Klaas *et al.*, 2001) who report that strategic outsourcing positively associates with firm performance in terms of customer satisfaction, profitability and products quality. However, the findings are at variance with those of Ramarapu *et al.* (1997) and Frayer *et al.* (2001) who document a negative relationship between strategic outsourcing and performance of firms in the manufacturing industry.

4.5: Association between Innovative Recruitment and Selection Systems and Service delivery

To establish the association between innovative recruitment and selection systems and service delivery, Pearson’s correlation analysis was performed and the results are summarized in the Table 4.7.

Table 4.7: Pearson’s Correlation between Innovative Recruitment and Selection Systems and Service Delivery

Variables n = 120		Service delivery	Innovative recruitment and selection systems
Service delivery	Pearson Correlation Sig. (2-tailed)	1	
Innovative recruitment and selection systems	Pearson Correlation Sig. (2-tailed)	.710** .000	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2017

Table 4.7 shows that the association between innovative recruitment and selection systems and service delivery was positive and significant ($r = 0.710$, $p = 0.000$, $n = 120$) implying that application of innovative recruitment and selection systems associate positively with service delivery in MoICT. This finding is in tandem with previous studies (Cooke et al., 2005; Purcell *et al.*, 2007) who report that innovative recruitment and selection procedures positively associates with firm performance. However, the findings are at variance with those of Ramarapu *et al.* (1997) and Frayer *et al.* (2001) who document a negative relationship between recruitment processes and performance of firms in the manufacturing industry.

4.6: Relationship between Integration of HR with Corporate Strategies and Service Delivery

To establish the association between integration of HR with corporate strategies and service delivery, Pearson’s correlation analysis was performed and the results are summarized in the Table 4.8.

Table 4.8: Pearson’s Correlation between Integration of HR with Corporate Strategies and Service Delivery

Variables n = 120		Service delivery	Integration of HR with Corporate strategies
Service delivery	Pearson Correlation Sig. (2-tailed)	1	
Integration of HR with Corporate strategies	Pearson Correlation Sig. (2-tailed)	.866** .000	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, 2017

Table 4.8 shows that the association between integration of HR with corporate strategies and profitability was positive and significant ($r = 0.866$, $p = 0.000$, $n = 120$) implying that integration of HR with corporate strategies leads to an increase in service delivery in MoICT. This finding is in tandem with previous studies (Green *et al.*, 2006; Soeters, 2006; Kai *et al.*, 2007) who report that positive relationship between integration of HR with corporate strategies and firm performance. However, the findings are at variance with those of Singh (2004) who document a no relationship between integration of HR with corporate strategic planning.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of study findings, conclusions and recommendations based on the major findings.

5.1 Summary of the Findings

Based on objective one , the finding was that the relationship between strategic outsourcing and service delivery was positive and significant. The second objective found that application of innovative recruitment and selection systems associate positively and were significant with service delivery in MoICT. Lastly, based on objective three, the findings was that the relationship between integration of HR with corporate strategies and service delivery was positive and significant.

5.2 Conclusions of the Study

From the findings of objective one, it can be concluded that the strategic outsourcing positively influences service delivery in MoICT. From the findings of objective two, it can be concluded that use of innovative recruitment and selection systems associate positively with service delivery in the MoICT. Lastly, from the findings of objective three, it can be concluded that integration of HR with corporate strategies leads to an increase in service delivery in the MoICT.

5.3 Recommendations of the Study

Based on conclusion of objective one, the MoICT should intensify application of strategic outsourcing of HR function as this was found to enhance service delivery. Similarly, from conclusion of objective two, MoICT should increase use of innovative recruitment and selection systems. Lastly, from the conclusion of objective three, MoICT should intensify integration of HR with corporate strategies as this was found to increase service delivery in the MoICT.

5.4 Limitations of the Study

The outcome of the study cannot be generalized to all Ministries in Kenya since the study was limited to MoICT and did not incorporate all the ministries in Kenya. The study adopted a correlational research design. The use of predetermined questions may have forced respondents to respond to questions even without properly understanding them.

5.5 Suggestions for Further Research

For purposes of improving this study, the following suggestions are given for further investigation. An exclusive study on the SHRM implementation constraints facing ministries and parastatals in Kenya should be carried out. Future research should be conducted on determinants of drivers of SHRM in other sectors of Kenyan economy and compare their intensity across sectors. Future studies could also explore the relative importance of strategic human resources management practices across East African countries. Further research could be conducted based on county zones in Kenya since such areas represent a variation in target markets and consequently the customers buying habits. Lastly, future research efforts could dwell on both private and public sectors and use more robust research designs such as time series, panel data and case studies.

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APPENDICES

APPENDIX I: Target Population

CADRES OF STAFF	POPULATION
Administrative Officers	10
Human Resource Management Officers	10
Human Resource Management Assistants	4
Supply Chain Management Officers	15
Public Communication Officers	20
Finance Officers	5
Accountants	15
Human Resource Development Officers	6
Internal Auditors	6
ICT Officers	8
Telecommunication Officers	17
ICT Officers	8
Principal Youth Development Officer	1
Economists	5
Total	130

Source: MoICT, Records 2016

Appendix II: Questionnaire for the Respondents

This study is being carried out in order to assess the relationship between Strategic Human Resource Management (SHRM) practices and Service Delivery in MoICT, Kenya and is strictly for academic purposes only. All information provided shall be treated with utmost confidentiality.

SECTION A: GENERAL INFORMATION OF THE RESPONDENT

1. Gender Male [] Female []
2. Period worked in the `Ministry Below 2 years [] 2-4 years []
5 – 7 years [] above 7 years []
3. The highest education level attained by the respondent
Professional certificate () Professional diploma ()
Bachelor's degree () Master's degree ()

SECTION B

a) The extent to which SHRM practices are used by MoICT, Nairobi Kenya

To what extent are the following practiced in the Ministry?

Very High (5), High (4), Moderate (3), Low (2), and Very Low (1)

1. Integration of HRM with corporate strategies

Constructs	Very High	High	Moderate	Low	Very Low
Alignment of human resources functions with the strategic needs of the organization.					
Involvement of human resources department in the formulation and implementation of the organization strategies.					

2. Strategic outsourcing of HR functions

Constructs	Very High	High	Moderate	Low	Very Low
Use of outside resources to perform activities traditionally handled by internal staff and resources.					
Delegation of non-core HR functions to specialized and efficient service providers					

3. Innovative recruitment and selection systems

Construct	Very High	High	Moderate	Low	Very Low
Presence of a rigorous, valid and sophisticated recruitment and selection system that helps in identifying the right candidate for a job.					
Use of performance appraisal feedback/information to adjust selection and training practices.					

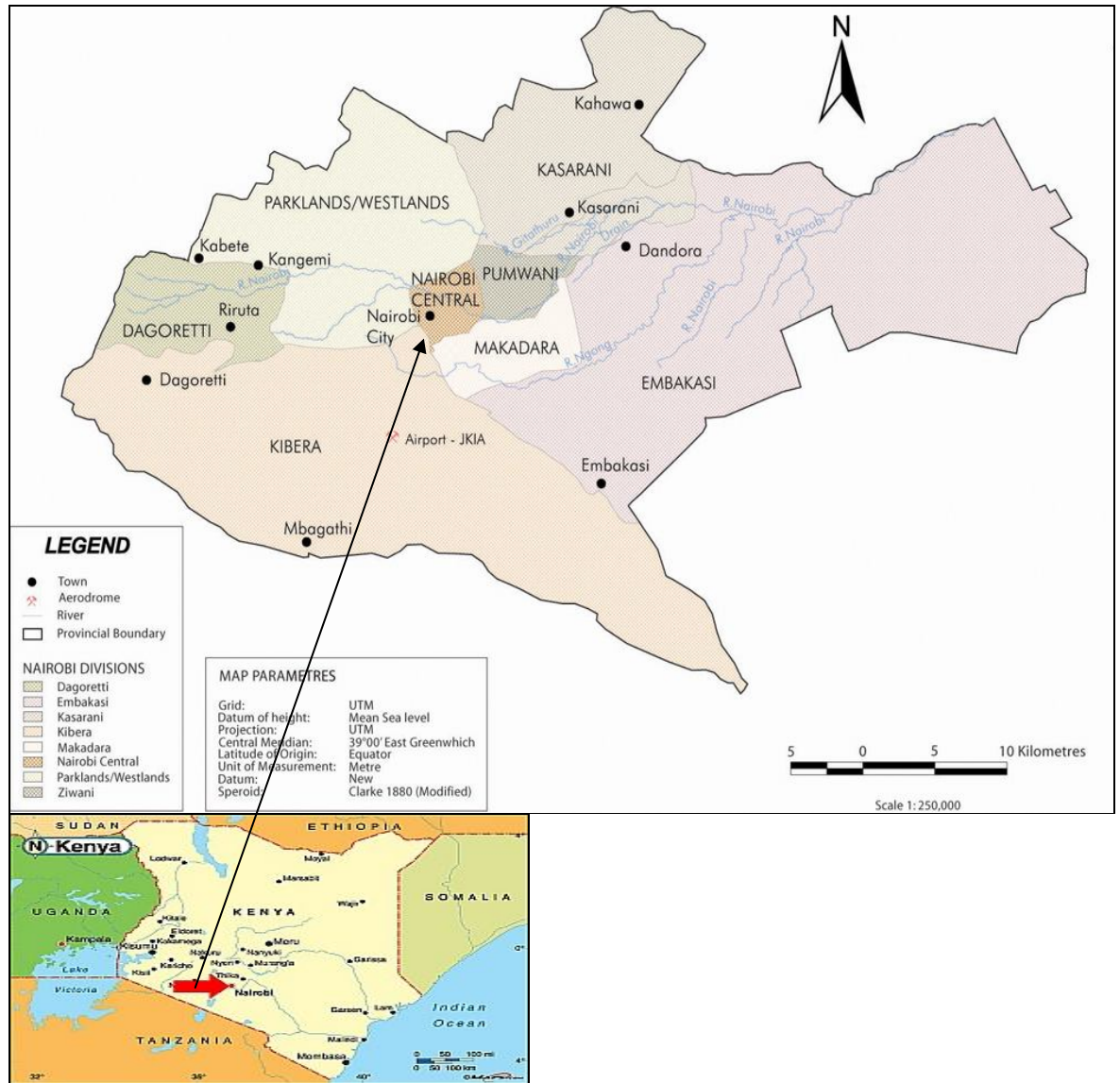
SECTION C: Service Delivery

What is the extent of service delivery by the MoICT in terms of the following (Tick one box to indicate extent)

Service Delivery	EXTENT				
	Very High 5	High 4	Moderate 3	Low 2	Very low 1
EFFECTIVENESS					
• The spread of essential services to the public.					
• Quality of essential services offered to the public.					
• Conformity with standards.					
EFFICIENCY					
• Reduction of time wastage in activities.					
• Reduction in number of complaints about delays in service delivery.					
• Increase in coordination of processes of service delivery within the Ministry.					
• Reduction in number of staff in different functions of the Ministry.					

Thank you for your time and cooperation

Appendix III: Map of the Study Area (Nairobi)



Source: <https://www.google.co.ke/search?> Map of Nairobi City