

DETERMINANTS OF PUBLIC SECTOR REFORMS ON SERVICE DELIVERY IN THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT: A CASE STUDY OF ISIOLO COUNTY KENYA

Andrew Omolo Koko.

Student, Master of Arts In Public Policy and Administration, School Of Law, Arts And Social Sciences, Kenyatta University, Kenya.

Edna Moi.

Professor, Department of Public Policy and Administration, Kenyatta University, Kenya.

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ABSTRACT

This study aimed to examine the determinants of public sector reforms on service delivery in the Ministry of Interior and Internal Coordination, Isiolo County, Kenya. The objectives of the study were; To examine the effect of capacity building on service delivery in public sector to people of Isiolo County; to examine the effect of performance management system on service delivery in Isiolo County. The respondents were all employees working in all the Ministry of Interior and Internal and Coordination of National Government, Isiolo County. The theories which guided the study were Ability, Motivation, Opportunity Theory, Reinforcement and Equity Theory. The target population for the study comprised of 3108 permanent employees working in the ministries and departments in the County Government of Isiolo where a sample population of 354 was used. Primary data was used in this research and was collected by use of questionnaires. Three types of validity were used in this study namely; content validity, construct validity and face validity. Reliability of the research instrument was determined using Cronbach's Alpha coefficient where a coefficient value of greater than 0.70 from a pilot study data showed that the instrument

was reliable. Descriptive statistics were used for quantitative data analysis which enabled the researcher to describe distribution of scores and even measurements. The collected raw data from the field was coded and transcribed and translated into quantitative data and then analyzed using Statistical Package for Social Sciences (SPSS version 24). Correlations were used to test the strength of the relationship between the variables; independent variables and the dependent variable. The findings revealed that capacity building and performance management system significantly impacted the service delivery in the ministry of interior and coordination of national government as indicated by P-value of 0.003. The government should implement comprehensive capacity building programs that address the diverse skill sets required within the Ministry of Interior and Coordination of National Government. This includes technical skills, leadership development, and specialized training to keep the workforce abreast of emerging trends and technologies in the public sector.

INTRODUCTION

Background of the Study

Public sector reform has become a priority on the political agenda of governments in major industrialized countries since the 1980s. Nowadays, the reform of public reform can be considered a stable and autonomous public policy and the object of a distinct stream of studies. According to Hood and Peters, the formalization and normalization of the field of public sector studies is the third and last stage of maturation of this discipline, (Owen, 2013).

Pressure from citizens is growing regarding the quality of services provided, combined with the widespread perception of inefficiency and backwardness of the public sector as a whole. Several empirical studies have shown the effects, expected or not, of public sector reforms. In many cases, changes to regulations, structures, and processes have not led to the expected results. In some cases, the reforms have produced unintended consequences that have had a negative impact on maintenance of the basic values embodied by governments and the public sector. Public reforms have often imported tools and ideas for reform from the private sector or from other governments (for example, performance-related pay) while failing to bear in mind the national context or to consider the limits and weaknesses of these tools, (David, 2015).

Public sector reforms (PSR) in Kenya can be traced back to 1960s. Sessional Paper No. 10 of 1965 which was the key institutional framework to guide the reform process. Commissions and committees were appointed by the government to identify priority reforms and measures that were to be undertaken to improve public service efficiency and its productivity. The promise to advance the good governance agenda, fight corruption and improve service delivery provided an opportunity for the National Rainbow Coalition (NARC) government to deepen public sector reforms. It immediately embarked on a more comprehensive public sector reform agenda. Unlike the previous reform initiatives that had a significant focus on size, this public sector reform agenda saw the government introduce the New Public Management. This was intended to establish a performance-based culture in regard to the operations of the State institutions so as to increase their effectiveness, efficiency while at the same time making sure that effective delivery of public services so as to better Kenyans livelihoods, minimize poverty levels in the country and also to make sure that the country is well governed (KIPPRA, 2019).

The other opportunity to deepen public sector reforms came with the launch of the Kenya Vision 2030 and the passing of the new Constitution of Kenya in 2010 that strengthens the legislative framework for PSR to support implementation of the development blueprint. In addition are the commitments of the government to sustainable development goals (SDGs) especially in strengthening the mobilization and effective use of domestic resources. Goal 16 of the SDGs Agenda 2030 recognizes the need to “build effective, accountable and inclusive institutions to achieve sustainable development at all levels”. Therefore, reforming public institutions is paramount for realization of the SDGs. The AU 2063 Agenda also emphasizes having accomplished institutions and effective leadership in its Third Aspiration for “An Africa of good democracy, governance, human right respect, rule of law and justice for all” (KIPPRA, 2019).

The Third Medium Term Plan 2018-2022 (MTP III), guided by the Vision 2030, prioritizes public sector reforms as among the key foundations and enablers. The plan seeks to enhance public sector reforms by implementing the National Capacity Building Framework to entrench devolution, strengthen the county governments’ capacity for efficient and effective delivery of their mandate and functions and ensuring effective national and county governments’ coordination to safeguard the delivery of quality services to citizens. In this regard, the plan seeks to strengthen oversight institutions to ensure service delivery and proper utilization of public resources, (KIPPRA, 2019).

Within government, an interaction of political and economic motives affects the context in which reforms take place. There are interests and incentives of different stakeholders that affect reforms and policies. Public sector reforms are linked to political institutions and therefore the political context in which they are undertaken matters. That is, reforms are not politically neutral. Political considerations inform how they are undertaken. Leaders also tend to prioritize on what they consider to be critical in terms of gaining political capital (Simson, *et al.*, 2011).

Statement of the Problem

Public sector reforms in developing countries have had a long history of failure. The Results for Kenyan Programme Evaluation report (2009), noted that ‘there is public apathy and cynicism’ with the belief that reforms are on paper but not seen on the ground (Institute of Public Reform of Canada and Africa Development Professional Group, 2009:38). In addition, 2011/12 report by the Controller of Budget revealed that ministries failed to spend Ksh.106 Billion because it undermined service delivery by denying the public access to vital facilities’ (Opiyo and Ndegwa 2012). Public servants in Isiolo County been going for capacity building in their working area, there is poor performance management system in place and staff are not motivated so as to offer better service to their clients. The key cross-cutting issues in the public service formed the focus of this study include capacity building; strengthening the policy process in terms of performance management through adoption of technology and motivating employees for better service delivery.

Objectives

Specifically, the study sought to;

- i. To examine the effect of capacity building on service delivery in public sector to people of Isiolo County.
- ii. To examine the effect of performance management system on service delivery in Isiolo County.

LITERATURE REVIEW

This section delves into relevant literature as conducted by previous scholars on the subjects being looked into by the study. It specifically covers the theories on which the study is anchored before providing a review of related literature and the conceptual framework.

Theoretical Framework

The “study was based on the Ability, motivation, opportunity theory, and Equity theory which are explained in detail below:

Ability, Motivation, Opportunity Theory

The AMO theory was formulated by Olander and Thogersen, 1995. The theory suggests that execution at singular level relies upon high inspiration, ownership of the essential aptitudes and capacities and a proper job and comprehension of that job (Savaneviciene & Stankeviciute, 2010). It is a short advance to indicate the HRM rehearses that support high aptitudes and capacities, for instance cautious choice and high interest in

preparing; high inspiration, for instance representative contribution and execution related pay; and a fitting job structure and job discernment, for instance work plan and broad correspondence and criticism. Diverse HR rehearses/approaches affect capacity, inspiration, and somewhat, capacity prerequisites/opportunity (Katou, 2008). Enlistment and choice, preparing and advancement strategies are relied upon to have their essential impact on capacity (and related hope inspiration discernments).

Job design and job analysis basically decide capacity prerequisites/opportunity and somewhat, (characteristic) rewards advertised. Pay has its essential impact on remunerations offered and instrumentality observations (inspiration). The AMO hypothesis claims, there will be upgraded execution if the workplace gives the vital help (for instance through working innovation) (Musah, 2008). Ahmid, (2012) contended that the organization may embrace a high-responsibility technique, including work rehearses, examination, intensity, reasonable pay, and extensive preparing and improvement with the goal for representatives to have "quality service being enjoyed by its customers.

Equity Theory

Equity theory suggests that employee perceptions of what they contribute to the organization, what they get in return, and how their return-contribution ratio compares to others inside and outside the organization, determine how fair they perceive their employment relationship to be (Adams, 2013). Perceptions of inequity are expected to cause employees to take actions to restore equity. Unfortunately, some such actions (e.g., quitting or lack of cooperation) may not be helpful to the organization. Two recent empirical studies provide good examples of the types of counterproductive behaviors that can occur as a result of perceived inequity. Cowherd and Levine (2012) used a sample 102 business units in 41 corporations to examine whether the size of the pay differential between lower-level employees and top sector had any impact on product quality. Cowherd and Levine suggest that individuals often compare their pay to that of people higher in the organization structure. If lower-level employees feel inequitably treated, they may seek to reduce their effort to achieve equity.

REVIEW OF RELATED LITERATURE

The following literatures have been review based on the research variables; Public sector reforms comprise "change that either produces a measurable improvement in services or a noticeable change in the relationship between institutions of the state and the citizens" (European Union, 2009:4). These take place in the public sector or civil service. Public Sector Reforms consist of 'establishing sector practices and job descriptions, lines of reporting and basic disciplines of time-keeping, attendance and focus on increased efficiency' (European Union, 2009:23). There are three generations of public sector reforms in Africa.

The first generation is comprised of setting up Weberian bureaucracy elements, that is 'establishment control' which includes: 'finding out who does what, writing job descriptions, setting up payroll systems so that people who are paid both exist and turn up for work, making organization charts to establish lines of accountability away from patronage patrimonial systems' (European Union, 2009:23). This is aimed at moving the public service away from neo – patrimonial systems, which is 'patrimonialism within the superficial trappings of modern state, using state instruments such as tax, appointments and rewards for patrimonial purposes'

(European Union, 2009:19). The refocus was necessary during an era largely characterized by dictatorship in Africa.

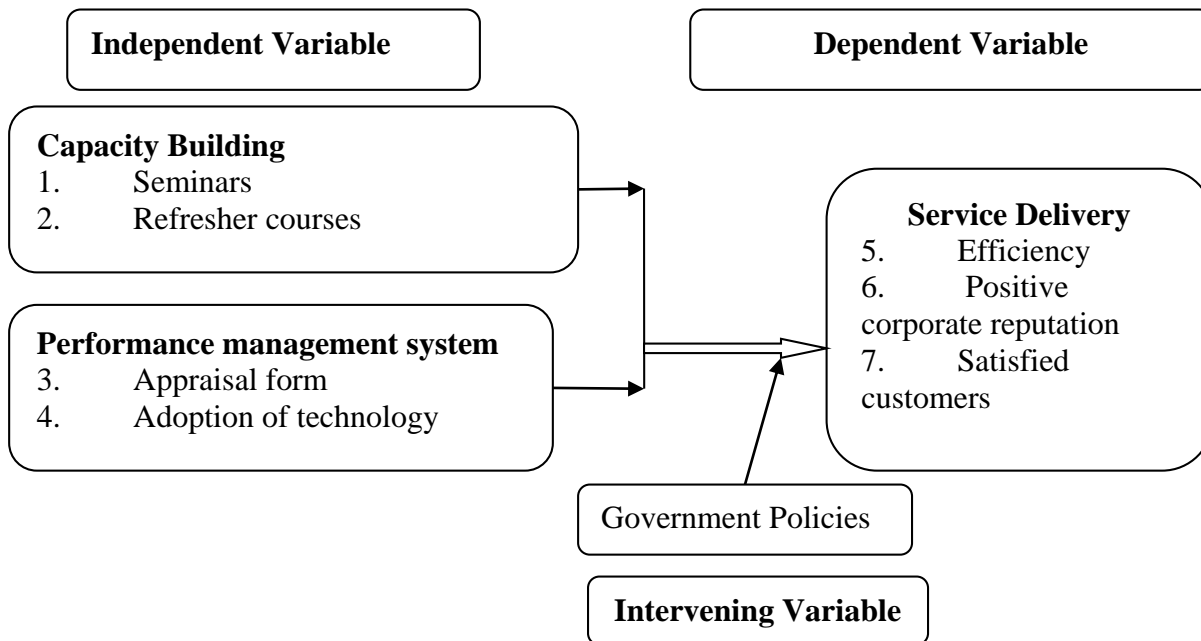
New Public Sector, however, still faces challenges in the implementation process. These challenges range from dealing with political influences to clinging on vested interests that prevent reforms within local governments (Sato, 2010).

The first phase saw implementation of the Civil Service Reform Programme (1993-1998). The programme was focused on downsizing through early retirement based on the premise that a lean civil service was more effective in delivering public services. The second phase of the Civil Service Reform Programme (1998-2002) entailed government-owned enterprises being transferred to private individuals so as to improve performance, while at the same time minimizing the size of public sector. In the third phase (2003-2008), a comprehensive public sector reform programme was implemented under the New Public Sector approach to enhance productivity of the sector. The fourth phase (2008 to date) is guided by the Kenya Vision 2030 and the 2010 Constitution of Kenya, and has seen emphasis placed on the transformation of the public sector for people-centered service delivery. The various Medium-Term Plans have attempted to harmonize the long-term development agenda, with governance structures introduced by the 2010 Constitution of Kenya.

The Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) of 2003 for the first-time embedded public service reforms in a national development strategy. Immediately after taking office, the National Rainbow Coalition Government (NARC) started a procedure of an Economic Recovery Programme (ERP), which focused on reviving the economy and creating employment opportunities especially in the private sector. This strategy entailed incorporating the various policies contained in the previous government, especially those in the Poverty Reduction Strategy Paper (PRSP) that was issued in 2001. In addition, the strategy also took into account the various policy aspects as detailed in the manifesto of the new government. The ERP detailed various strategies and policies to be executed in regard to development the new government intended to undertake by 2008. The ERS sought to cut the cost associated with conducting business in the country and reduce poverty levels by providing various opportunities to Kenyans from which they could be able to earn some income.

Between 2003 and 2008, various reforms were undertaken by the government, such as efforts to nurture and instill significant changes in the public service, improving civil servants' performance and extending of Results-Based Sector (RBM). Also, the government instated a scheme aimed at improving, attracting and retaining highest performing staff into the civil service, which is being implemented by the current government.

Conceptual Framework



RESEARCH METHODOLOGY

The study adopted a cross-sectional survey research design which is a procedure in research whereby investigators administer a survey to a sample or to the entire population of people to describe the attitudes, opinions, behaviors, or characteristics of the population. The study also utilized both quantitative and qualitative research approaches that were ideal in collection of data through the instruments of questionnaires. The study was conducted in Ministry of Interior and Internal Coordination, Isiolo County which is situated in Eastern, Kenya, its geographical coordinates are 0° 21' 0" North, 37° 35' 0" East. Isiolo County covers an area of 25,336.7 square kilometers, on the upper Eastern region of Kenya. Isiolo Town is the capital town of the county. The county has a high population of staff working for the county which will enable the researcher to have a sizable sample population for the study and also because of its organizational dynamics and is more accessible to the researcher (Saunders 2009). Isiolo County has of three (3) sub counties namely: Isiolo, Garbatulla and Merti which formed study area.

The target population for the study comprised of 3108 permanent employees working in all the Ministry of Interior and Internal Coordination, Isiolo County. Both simple random sampling and stratified techniques were used. The sample population was stratified into various categories to enable the gathering of data. Simple random sampling was adopted because the population constituted a homogeneous group (Kothari, 2009). The sample consisted of 354 respondents who were randomly selected from the target population of 3108 using Israel (2009) model of determining a sample from a given target population.

The data collection instrument that was used in this study was self-administered structured questionnaire. Prior to data collection, the researcher the researcher obtained introductory letter from Kenyatta University Graduate Studies which were used to obtain a permit from The National Council for Science and Technology

(NACOSTI), and also from Ministry of Interior and Internal Coordination, Isiolo County where the study was carried out. Equipped with these, the researcher visited the respondents to get their consent and inform them of the purpose of the study. Data for the study was collected by distributing the structured questionnaires to sampled respondents and were given time to respond to the question after which the questionnaires were collected.

Before the data analysis is performed, the raw data collected from the field was cleaned, edited and then coded. This exercise transformed the data into information that later were used to test the research hypotheses. Corbin et al. (2014) and Zikmund (2013) defined data analysis as the computation of certain measures along with searching for patterns of relationships that exist among data groups.

According to Mbwesa (2006) and Sije (2017) descriptive analysis involved finding numerical summaries to provide a deeper insight into the characteristics and description of the variables under study. Correlation analysis involved using the collected data to determine whether a relationship exists between two or more quantifiable variables where the magnitude and direction of correlation were expressed by correlation coefficient (Cohen, Cohen, West, & Aiken, 2013). According to Creswell and Creswell (2017), linear regression analysis involved measuring the linear association between a dependent and independent variable(s). It assumed that the dependent variable is predicatively linked to the independent variable(s). Regression analysis attempted to predict the values of a continuous interval or scaled dependent variable from the specific values of the independent variable(s).

Multiple linear regression analysis was used to establish the combined relationship between all independent variables and the dependent variable where the multiple regression equation be used is; $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$

Where, Y = Service delivery, β_0 = constant, $\beta_1, \beta_2, \beta_3$ = Coefficient of X (change in the dependent variable due to a unit change in X), X_1 = Capacity Building, X_2 = Performance Management System, X_3 = Employee Motivation, ϵ = Epsilon (Error term that caters for other variables not included in the equation). Hypotheses were tested at 0.05 significance level and 95% confidence level.

Kombo and Tromp (2006) observed that data can be presented using statistical techniques, graphical techniques or a combination of both in order to come up with comprehensive conclusions. Quantitative data was presented using statistical techniques such as tables while qualitative data will be presented descriptively in this study.

RESULTS AND FINDINGS

The researcher dispatched 354 questionnaires to the chosen participants. However, 280 completed questionnaires were received back. This led to a response rate of 81.9%, which is thought to be adequate for the survey. The population as a whole was accurately represented by this response rate.

On the demographic information of the respondents, 184 (63.4%) of the respondents were female while 106 (36.6%) were male. However, both genders were well represented to carry out the study. The inclusion of gender data was important because it helped to reflect the way respondents contributed ideas to the study.

Data on age distribution revealed that large number of the participants was aged between 40 and 49 years as presented by 38.6%, followed by those falling between 30 and 39 years presented by 26.9% and those above 50 years were 21.1%. Additionally, 13.4% of the respondents were aged between 20 and 29 years. This age was ideal in carrying out the study. The age group was well represented.

Data on the highest level of education attained indicate that 44.0% of the participants had attained bachelor's degree, 28.6% had attained diploma, and 23.1% had attained master's degree while 4.3% had PhD. This shows that a higher number of the respondents had bachelor's degree as their educational level. This indicates that all the participants had the essential knowledge to respond to the questionnaires independently.

Data on working experienced indicated that 47.6% of the participants have worked in the ministry of interior and national administration for between 5 and 10 years, 23.4% have worked between 11 and 15 years, 15.2% have worked for more than 15 years and 13.8% had worked for less than 5 years. Employees with extensive experience are likely to have encountered a wide range of situations, enhancing their adaptability and crisis response capabilities.

Descriptive Statistics

Capacity Building

The participants were requested to indicate their agreement level with parameters related to effect of capacity building on service delivery on a Likert Scale where 5- strongly agree, 4- agree, 3- moderately agree, 2- disagree and 1-strongly disagree. The mean and standard deviation were derived. The Table 1 display the findings on capacity building.

Table 1 Descriptive Statistics for level of knowledge and skills

Statements	n	Mean	Std. D
There is need for training of the Ministry of Interior and Internal Coordination of National Government employees on public reforms	290	3.72	0.721
Some employees are reluctance to accept changes	290	3.77	0.642
There is inadequate staffing in our public institutions to fully implement the necessary reforms	290	3.66	0.651
Employees of public institutions have poor customer focus culture	290	2.52	1.661
Employees of public institutions are incompetence and lack of professionalism to implement required reforms	290	2.60	1.652
Poor time sector by employees of public institutions is the order of the day	290	2.51	1.659

Source: Field Data (2023)

The findings presented in Table 1 show that most participants agreed that need for training of the Ministry of Interior and Internal Coordination of National Government employees on public reforms (mean = 3.72; S.D = 0.721). The participants agreed that some employees are reluctance to accept changes (mean = 3.77; S.D = 0.642). Further, the respondents agreed that there is inadequate staffing in our public institutions to fully implement the necessary reforms (mean = 3.66; S.D = 0.651). Capacity building in the Ministry of Interior and Coordination of National Government lead to a more skilled, motivated, and efficient workforce, ultimately enhancing the quality and effectiveness of service delivery across various functions of the ministry.

From the findings, the respondents disagreed that employees of public institutions have poor customer focus culture (mean = 2.52; S.D = 1.661). The participants disagreed that employees of public institutions are incompetence and lack of professionalism to implement required reforms (mean = 2.60; S.D = 1.652). Additionally, the respondents disagreed that poor time sector by employees of public institutions is the order of the day (mean = 2.51; S.D = 1.659). As employees develop and acquire new skills, the organization becomes more resilient and adaptable to future challenges in service delivery.

Performance Management System

The participants were requested to indicate their agreement level with parameters related to effect of performance management system on service delivery in Ministry of Interior and Internal Coordination of National Government on a Likert Scale where 5- strongly agree, 4- agree, 3- moderately agree, 2-disagree and 1-strongly disagree. The mean and standard deviation were derived. Table 2 display the findings on performance management system.

Table 2 Descriptive statistics for performance management system

Statements	n	Mean	Std. D
There is need for review of legal frame work to address the problem of employee stagnation	290	3.61	0.622
Inadequate ICT facilities equipment hinder service delivery	290	3.54	0.624
Inadequate facilities such as offices and equipment hinder service delivery	290	3.59	0.657
Staff of public institutions are not prepared to implement the reforms using the available technological resources	290	3.52	0.613
There is an effective and efficient records sector systems in public institutions to enable easy record retrieval	290	3.67	0.614
Availability and accessibility of services is ensured by having daily backup of the Ministry of Interior and Internal Coordination data	290	3.50	0.617
Timeliness and promptness of service delivery is guaranteed through use of internet service and networking of ICT resources	290	3.52	0.528

Source: Field Data (2023)

The findings displayed in Table 2 revealed that most participants agreed that there is need for review of legal frame work to address the problem of employee stagnation (mean = 3.611; S.D = 0.622). The participants agreed that inadequate ICT facilities equipment hinder service delivery (mean = 3.54; S.D = 0.624). Also, the majority of respondents agreed that inadequate facilities such as offices and equipment hinder service delivery (mean = 3.59; S.D = 0.657). Further, participants agreed that staff of public institutions are not prepared to implement the reforms using the available technological resources (mean = 3.52; S.D = 0.613). A well-designed performance management system helps align individual and team goals with the overall objectives of the organization. This ensures that employees understand how their performance contributes to the success of the organization and, by extension, to the quality of service delivery.

Furthermore, the results in Table 4.7 show that majority of respondents agreed that there are an effective and efficient records sector systems in public institutions to enable easy record retrieval (mean = 3.67; S.D = 0.614). The respondents agreed that availability and accessibility of services is ensured by having daily backup of the Ministry of interior and internal coordination data (mean = 3.5; S.D = 0.617). Further, the participants agreed that timeliness and promptness of service delivery is guaranteed through use of internet service and networking of ICT resources (mean = 3.52; S.D = 0.528). Performance management facilitated collaboration between different internal agencies within the ministry. By setting common performance metrics and expectations, the ministry fosters a cohesive approach to internal coordination, leading to better service delivery in areas that require collaboration between different agencies.

Service Delivery

The study aimed to determine the service delivery. The participants were requested to indicate their agreement level with parameters related to service delivery in ministry of interior and coordination of national government on a Likert Scale where 5- strongly agree, 4- agree, 3- moderately agree, 2-disagree and 1-strongly disagree. The mean and standard deviation were derived. Table 3 display the findings on service delivery.

Table 3 Descriptive Statistics for service delivery

Statements	n	Mean	Std. D
Government should integrate reforms for improved service delivery	290	3.18	0.628
Citizen participate in planning and decision making in public institutions	290	3.57	0.613
Timeliness and promptness of service delivery is seen in public institutions	290	3.26	0.643
Fairness and awareness on procedures for handling customer grievances is followed in public institutions	290	3.19	0.637
There is timely allocation of resources to facilitate reforms in public institution	290	2.65	1.617
There is poor working environment and conditions of service in public institutions	290	2.62	1.622

Source: Field Data (2023)

The findings in Table 3 show that most of the respondents agreed that government should integrate reforms for improved service delivery (mean = 3.18; S.D = 0.628). The respondents agreed that citizen participate in planning and decision making in public institutions (mean = 3.57; S.D = 0.613). The participants agreed that timeliness and promptness of service delivery is seen in public institutions (mean = 3.26; S.D = 0.643). Further, the participants agreed that fairness and awareness on procedures for handling customer grievances is followed in public institutions (mean = 3.19; S.D = 0.637). Effective service delivery in the Ministry of Interior and Internal Coordination requires a comprehensive and integrated approach that addresses both security and public service aspects. Regular assessment and adaptation of strategies based on emerging challenges and citizen needs are crucial for maintaining a high standard of service delivery.

Further, the findings established that majority of the respondents disagreed that there is timely allocation of resources to facilitate reforms in public institution (mean = 2.65; S.D = 0.617). The participants also agreed that there is poor working environment and conditions of service in public institutions (mean = 2.62; S.D = 0.622). Ensuring transparency in the delivery of services, including clear procedures and accessible information.

Inferential Statistics

The researcher carried out multiple regression analysis to determine the relationship between determinants of public sector reforms and service delivery in Ministry of Interior and Internal Coordination of National Government. The findings are displayed in the following sections;

Table 4 Modal Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.714	0.510	0.502	0.102

Source: Field Data (2023)

The findings in Table 4 indicate the model summary. From the findings, R was 0.714, adjusted R square was 0.502 and R squared was 0.510. Adjusted R square of 0.502 implies that 50.2% of service delivery in Ministry of Interior and Internal Coordination of National Government. However, there are other factors that affect service delivery in Ministry of Interior and Internal Coordination of National Government are not included in the model which account for 49.8. An R of 0.714 on the other hand signifies strong positive correlation between the variables of the study.

Table 5 ANOVA

Model	SS	df	MS	F	Significance
Regression	9.65	2	46.7	4.67	0.003
Residual	134.58	288	0.589		
Total	144.23	290			

Source: Field Data (2023)

From the ANOVA Table 5, the study was done at 5% significance level which is 0.05. The research provided a P-Value of 0.002 which is lower than the significance level of 0.05, therefore statistically significant. This implies that capacity building and performance management system influenced the service delivery of

Ministry of Interior and Internal Coordination of National Government. Also, $F_{\text{Calculated}}$ was 4.67 and F_{Critical} was 3.63, thus $F_{\text{Calculated}} > F_{\text{Critical}}$ an indication that the overall regression model was significant for the study.

Table 6 Regression Coefficients

Multiple Regression Analysis					
Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	5.892	0.142		1.242	.003
Capacity building	0.312	0.0221	0.215	1.123	.001
Performance management system	0.267	0.0271	0.252	1.136	.004

Source: Field Data (2023)

The researcher carried out a multiple regression analysis in order to determine the relationship between determinant of public sector reforms and service delivery of Ministry of Interior and Internal Coordination of National Government, Kenya. As per the SPSS generated table, the equation ($Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$) becomes:

$$Y = 5.892 + 0.312X_1 + 0.267 X_2$$

Where Y = Service delivery of Ministry of Interior and Internal Coordination of National Government

X_1 = Capacity building

X_2 = Performance management system

From the Table 6 show that capacity building had a positive significant coefficient ($\beta=0.312$, P-value = 0.001) which mean that capacity building contributes positively to the service delivery of Ministry of Interior and Internal Coordination of National Government. Performance management system had a positive significant coefficient ($\beta=0.267$, P-value = 0.004) which mean that performance management system contributes positively to the service delivery of Ministry of Interior and Internal Coordination of National Government.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study concludes that capacity building and performance management system significantly impacted the service delivery in the ministry of interior and coordination of national government. Capacity building initiatives are essential for enhancing the skills, knowledge, and capabilities of the workforce, enabling them to adapt to evolving challenges and deliver more efficient services. A well-designed performance management system provides a structured framework for setting objectives, evaluating performance, and fostering accountability, thereby promoting a culture of continuous improvement. It is evident that a synergistic approach, integrating capacity building and performance management systems creates a conducive environment for positive transformation in the public sector. As the Ministry of Interior and Coordination of National Government implements and sustains these reforms, it enhanced service delivery, increased operational efficiency, and a more responsive and accountable public administration. Nevertheless, the sustained success of these reforms necessitates ongoing monitoring, evaluation, and adaptation to address emerging challenges and ensure long-term positive outcomes for the public sector and the citizens it serves.

Recommendations

The research recommends that;

The government should implement comprehensive capacity building programs that address the diverse skill sets required within the Ministry of Interior and Coordination of National Government. This includes technical skills, leadership development, and specialized training to keep the workforce abreast of emerging trends and technologies in the public sector.

The ministry should design and implement a performance management system that aligns with the specific goals and objectives of the Ministry. This system should be transparent, fair, and linked to both individual and organizational performance, fostering a results-oriented culture. Regularly review and update performance indicators to ensure relevance and effectiveness.

There should be open communication channels between leadership and staff. Regularly solicit feedback from employees regarding the effectiveness of capacity building programs, the fairness of performance assessments, and the impact of motivation initiatives. Use this feedback to refine and improve strategies continually.

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