

**SELECTED INTERNAL CAPABILITIES, HUMAN  
RESOURCE ORIENTATIONS AND EMPLOYEE  
OUTCOMES OF KENYA'S CIVIL SERVICE**

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**Selected Internal Capabilities, Human Resource Orientations and  
Employee Outcomes of Kenya's Civil Service**

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## DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

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## **DEDICATION**

To all my family members in recognition of their fortitude and support.

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## **ABBREVIATIONS AND ACRONYMS**

<b>AG</b>	Attorney General
<b>C.O.K</b>	Constitution of Kenya
<b>CEO</b>	Chief Executive Officer
<b>COTU</b>	Central Organization of Trade Unions
<b>GDP</b>	Gross Domestic Product
<b>GOK</b>	Government of Kenya
<b>HRM</b>	Human Resource Management
<b>ICT</b>	Information, Communication and Technology
<b>IMF</b>	International Monetary Fund
<b>JKUAT</b>	Jomo Kenyatta University of Agriculture and Technology
<b>MDAs</b>	Ministries, Departments and Agencies
<b>NGO</b>	Non-Governmental Organizations
<b>NPM</b>	New Public Management
<b>PSC</b>	Public Service Commission
<b>RBM</b>	Results Based Management
<b>RRI</b>	Rapid Results Initiative
<b>SCAC</b>	State Corporations Advisory Committee
<b>SHRO</b>	Strategic Human Resource Orientations

**SPSS**      Statistical Package for Social Sciences

**UNDP**      United Nations Development Programme

## DEFINITION OF OPERATIONAL TERMS

<b>Civil Service:</b>	The sector established under section 13 of the Kenyan constitution and the public service commission act of 2017, responsible for public administration in the Kenyan government (CoK)
<b>Employee Outcomes:</b>	These are realizable ends as aligned with set goals, attitudes and behaviours including; organisational commitment and job satisfaction displayed by employees arising from their perception of internal organisational capabilities, (Kehoe & Wright, 2013).
<b>Hard Orientations of Human Resource Management:</b>	Human resource management approaches that emphasize on organisational resources, view employees as a resource and a means of production. Also known as the high-performance work practices (Armstrong, 2018).
<b>Human Resource Management:</b>	A strategic and comprehensive approach concerned with the employment and management of people in an organization. The approach entails selection, training, appraisal and career management (Burma, 2014).
<b>Human Resource Management Orientations:</b>	Approaches and practices relating to management of employee relations for positive employee outcomes. Human resource management orientations have several dimensions, including the soft and hard HRM orientations (Kehoe & Wright, 2013).

<b>Internal Organizational Capabilities:</b>	Features or capabilities that define the internal environment of an organisation, and may influence strategic dispositions, organisational behaviour and employee outcomes (Genc, 2014).
<b>Job Satisfaction:</b>	Expression of an employee positive attitude and behaviour towards their job, the diverse features of the job, the social status and expectations in the job environment. Job satisfaction also reflects an employee general feeling about the organisation, supervisors, team spirit, colleagues, span of control and delegation (Olajide, 2015).
<b>Organizational Commitment:</b>	A psychological state reflecting the relationship between employees and the organisation, reflected in three constructs: Affective commitment, Continuance commitment and Normative commitment (Kidombo et al., 2012)
<b>Organizational Communication:</b>	The process of exchange of information between individuals, teams and departments to achieve organisational goals and objectives (Ince & Gul, 2011).
<b>Organizational Culture:</b>	A pattern of shared beliefs, norms and values in a given organisation which have been in use for long and help in shaping employee behaviour patterns and practices (Adewale & Adeniji, 2013).

<b>Organizational Strategy:</b>	The long-term plan that spells out the vision, mission and core values for fulfilment of priority objectives and goals of an organisation through human resource (Park, 2015).
<b>Organizational Structure:</b>	A formal process through which jobs and tasks, work roles and responsibilities are allocated and coordinated based on specialization, span of control and chain of command (Krasman, 2014).
<b>Soft Human Resource Management Orientations:</b>	Human resource management approaches and practices that view human resource as valuable assets to the organisation. Also referred to as high involvement and high commitment (Armstrong, 2018).

## ABSTRACT

Globally, employee outcomes, particularly in public sector organizations remain a key area of strategic focus for human resource management. This is due to its pivotal role in efficient service delivery to the general public of any nation. Kenya's civil service has over the years endeavoured to continuously improve its capability for effective service delivery. The sector has undergone several reforms since independence to adapt to its changing customer needs, achieve citizen-centred public service and general service delivery excellence. This study sought to investigate the role of human resource management orientations in the relationship between selected internal capabilities and employee outcomes in Kenya's civil service. The study was guided by five specific objectives: to evaluate the effect of organisational strategy on employee outcomes; to determine the relationship between organisational culture and employee outcomes; to examine the effect of organisational structure on employee outcomes; to establish the effect of organisational communication; and to determine the moderating effect of human resource management orientations on the relationship between organisational capabilities and employee outcomes. The study was anchored on several theories including the contingency theory, resource-based theory and social exchange theory. Additionally, the Herzberg's two-factor theory, the human relations theory and the universalistic theory were also reviewed. A conceptual framework was drawn to illustrate the linkages between the independent variables, namely: organisational strategy, organisational culture, organisational structure, and organisational communication; the moderating variable, being human resource management orientations; and the dependent variable, being employee outcomes. The study population comprised 39 ministries and state departments with a total of 52,270 employees, headquartered in Nairobi. A sample of 384 was drawn using a formula by Zikmund using proportionate sampling. A semi-structured questionnaire was used to collect data from civil servants at senior, middle, and technical levels in ministries and state departments based in Nairobi. Secondary data was obtained from documented employee satisfaction surveys on the websites of the ministries and state departments. Descriptive and inferential statistical analyses were conducted to examine the relationships between the predictor variables, the dependent variable, and the moderating variable's effect on the direct relationship between the dependent and independent variables. The study achieved a response rate of 195 respondents, representing 53% of the sample size. The Statistical Package for the Social Sciences software version 21 was used to facilitate the analysis. The descriptive results are presented using frequencies, measures of central tendency and dispersion. The inferential results are captured through correlation and regression tables. The study found that organisational strategy, structure, culture, and communication had significant positive influence on employee outcomes in Kenya's civil service. Further, HRM orientations were found to have a significant positive moderating effect on the relationship between selected internal organisational capabilities and employee outcomes. The study concludes that the selected internal organisational capabilities influenced employee outcomes of Kenya's civil service. The study recommends that the civil service should embrace the configuration of the three study variables to enhance employee outcomes in Kenya's civil service. Future researchers may consider other methodological plans beyond the current study approach to further contribute to the existing body of human resource management knowledge.

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter presents the background of the study, the statement of the problem and the study's objectives. It also covers the study hypotheses, the significance of the study, its scope, and its limitations.

#### **1.1 Background of the Study**

The business landscape in the 21st century has been characterised by high turbulence, volatility, risk, and a nonlinear environment (Musyoka & Nzulwa, 2024). This prevailing circumstance has pushed organisations to look for more superior and stable ways to attain, maintain, and retain competitive edge in the marketplace (Bayraktar et al., 2017; Ulrich, 2020; Mwita et al., 2024). A number of configurations have been put forward as possible interventions to attaining a strategic framework that builds an organisation's ability to retain competitiveness and gain sustainable strategic advantage. To this end, scholars have suggested a number of configurations which cut across various typologies, including effective human resource management among others. A realisation has arisen in the organisational development, and overall management field that human resources are a significant factor in organisational success (Nzulwa, Bolo, Ogutu & Kidombo, 2014). Effective and efficient human resource management can deliver strategic advantage, especially through well-configured and aligned employee performance that enhances superior employee outcomes (Armstrong, 2020; Buberwa et al., 2024).

Organisations in both the public and private sectors recognise and appreciate the significant role played by employees in service delivery for their survival and success. Sharma (2015) cites globalisation, growing economies, technological changes, changing customer preferences, and stakeholder expectations, coupled with e-business and the internet, as some of the factors which have pushed public sector organisations to rethink their service delivery options.

These factors also pose constant pressure to public sector organisations, thus also affecting the way services are offered and piling demands on how public sector employees perform their tasks and roles (Kaaria et al., 2022).

Employee outcomes have remained an area of inquiry and challenge for public sector organisations, a gap which has occasioned numerous reforms of the sector globally and locally. In Kenya, for instance, the public sector has undergone multiple reforms since independence, cutting across organisational reviews, decentralisation of services, capacity building of public servants, technology integration, performance management systems, and public-private sector partnerships, among others (Owalo et al., 2018; Nzulwa & Musyoka, 2024). There has been a marked focus and emphasis on the person of the public servant as a person of interest in service delivery; hence, the central focus being employee outcomes. Suffice to say that the public sector has endured several challenges, including resistance to change, bureaucracy, corruption, poor ratings on customer satisfaction surveys and audits by both local and international bodies (IMF, 2023; Kimaku et al., 2019). The foregoing challenges and gaps amplify the need for public sector organisations to continuously search for ways to deliver services to the general citizenry effectively and efficiently.

Employee outcomes thus must be facilitated to reach a level of sufficiency which equals the public's expectations as the main stakeholder (Odhiambo & Gachoka, 2018). Cross sections of literature point to internal capabilities as drivers of competitive advantage, especially in the private sector (Atikiya, Mukulu, & Waiganjo, 2016). The increasingly blurred line separating the public and private sectors suggests that the public sector can learn from the strategic manoeuvres of the private sector to enhance its competitiveness. Essentially, the effects of market fluctuations, economic downturns, and competition led to a situation where public sector entities had to upscale their strategies to realise stakeholder expectations and serve public good (Jama, Nzulwa, & Kihoro, 2018). Specific and value driven configurations of internal capabilities are consistent with the underpinnings of the resource-based view, which argues that organisations are bases of resources in both their tangible and intangible forms.

These resources are viewed as the sources of competitive advantage, such as the case of superior employee outcomes, only when configured in a way that disposes them as superior, non-substitutable, inimitable, and value-adding (Mwita et al., 2024). Previous scholars have pointed to several internal organisational capabilities as critical drivers of firm value (Park, 2015; Jama et al., 2018). Internal organisational capabilities are workplace features and characteristics within an organisation or firm which affect employee outcomes (Park, 2015). Internal organisational capabilities comprise the factors of organizational culture, organizational change, organizational structure and organizational systems. Moreover, organizational policies, information communication technology, and human resource management practices also belong to the pack of internal organizational capabilities. Notably, employees are seen as a versatile organisational resource with multiple dimensions to value creation.

Employees generally, have been viewed as a capability for sustainable advantage as well as drivers of competitive results (Newstrong, 2010). Essentially, contemporary organisations understand that employees are bearers of strategic values and competitive advantage (Kotter, 2018). In view of this, modern organisations approach issues of people management with a keen focus. Omollo (2016), suggests that the foundation of future organisations will be people, particularly their performance and overall work-related outcomes. This change of focus towards the “human side of the business” lends a firm interest in the area of human resource management orientations. A cross section of researchers in strategic human resource management argue that human resource management orientations can help to channel and focus internal organisational capabilities towards superior outcomes (Sagwa et al., 2015). Two types of HR orientations have been advanced in literature, first being the soft and secondly, the hard HRM orientations. The relationship between internal organisational capabilities and employee outcomes is founded on the philosophy that internal capabilities can drive competitiveness in the nature of strategic advantage and outcomes like superior employee outcomes, which are a prerequisite of organisational productivity (Armstrong, 2020).

The concept of employee outcomes has been an area of research interest for a long time. This is due to its significant role in the history and outcome of organisational

performance. Employee outcomes are said to cover constructs such as job satisfaction, organisational commitment, employee retention, employee loyalty and citizenship behaviour, among others (Alusa & Kariuki, 2015). Respectively, employees with the requisite knowledge, skills and competence are expected to be committed to their organisations and to perform in an effective and efficient manner (Obwogi, Namusonge, & Mukulu, 2015). This study hypothesised that selected internal organisational capabilities bear a causal relationship with employee outcomes.

The hypothesised relationship between the selected internal organizational capabilities and employee outcomes was further extended to a moderated role through human resource management orientations. Whereas literature on human resource management orientations links it to organisational performance, little has been done on its direct link to employee outcomes. Nonetheless, segmented aspects of HRM Orientations have been directly linked to positive aspects of employee outcomes. Besides, existing studies on the link between a number of internal organisational capabilities and organisational performance provide inconclusive and sometimes conflicting results. There are also limited studies on the role of HRM orientations as a moderator in the relationship between internal organisational capabilities and organisational performance as well as employee outcomes. The foregoing status is not consistent with human resource management literature, which points out that HRM best practices produce superior performance by increasing the level of HRM-related outcomes, such as employee commitment, by shaping employee attitudes and behaviours (Ulrich, 2020; Darmankuti, 2015; Omwenga et al., 2017).

Employee perceptions on human resource management orientations in organisations are bound to lead to desirable attitude outcomes and behavioural changes (Kehoe and Wright, 2013; Dessler, 2020). Human resource management orientations are usually studied under two viewpoints-the soft orientations and hard orientations (Kubai et al., 2021).

Human resource management orientations can be viewed as different sides of the same coin, whereby the soft orientation perceives employees as partners in production while the hard orientations view employees as a cost and factor of production for purposes

of achieving organisational needs (Armstrong et al., 2020). The assumption underpinning the practice of HRM is that people are the most valued assets that an organisation can ever have (Armstrong 2018). Arguably, studies on the actual link or transformation processes that take place between HRM practices and organisational performance remain unclear. Sagwa et al., (2015), referred to this lack of clarity as the 'black box'. The current study sought to examine the intermediary linkages of HRM practice and organisational performance, as well as one of its major indicators, employee outcomes, by examining the moderating role of human resource management orientations on the relationship between selected internal organisational capabilities and employee outcomes in Kenya's Civil Service Ministries and Departments.

### **1.1.1 Global Perspective of Employee Outcomes**

Employee outcomes comprise one of the most significant measures of organisational performance. Ideally, they are the consequences of employee experiences within an organisation, broadly categorised into attitudinal and behavioural outcomes (Grawitch, Trares, & Kohler, 2007; Prasetya, 2017). They affect both individual and organisational performance. Globally, public sector organisations play a significant role in the economic development of nations (Dessler, 2020; Musyoka et al., 2024). Their performance is also key to socio-political and cultural development (Mohammed & Kobia, 2006; Nzulwa et al., 2024). Their performance is also core to a number of desirable outcomes, including better livelihood, accessible financial solutions, and welfare services. Specifically, in Brazil, effective service delivery as a consequence of employee outcomes is seen as core to its good performance (Dias et al., 2019). In Europe, employee outcomes are seen as a significant indicator of organisational performance and a major challenge towards realising organisational health (Ko & Smith-Walter, 2013).

Elsewhere, internal organisational capabilities such as organisational culture and communication were linked to positive employee outcomes (Putri et al., 2016). In China, strategic HRM practices have been linked to major aspects of employee outcomes, namely, job satisfaction and intentions to leave (Umar, 2019; Zongyu &

Chienwattanasook, 2024). This underscores the importance of effective human resource management practices as well as strategies towards overall organisational outcomes but also employee outcomes in particular.

Employee outcomes were cited as an area of concern, thus showcasing gaps for improvement in the Chinese case. Taib, Saludin, and Hanafi (2018), posit that effective human resources management practices are important in dealing with gaps in employee outcomes. Their study was conducted in the Middle East, depicted a significant relationship between the two.

The link between effective human resource management practices, including effectively resourcing internal organisational capabilities, and organisational performance was also underscored by (Yuseff, Nejati, Kee, & Amran, 2020), who conducted a study in Pakistan. The study has suggested that further studies be conducted to establish other configurations which could help deal with the growing challenge of employee outcomes.

### **1.1.2 Regional Perspective of Employee Outcomes**

Public sector organisations in Africa have struggled with effective service delivery for as long as they have existed. Jackson and Schuler (1995), argue that HRM practices reinforce the expected behaviours in employees, leading to reduced turnover and increased productivity, thus enhancing performance. A study conducted in West Africa depicted a positive relationship between corporate culture, corporate governance and employee outcomes. (Chigudu, 2018; Uju et al., 2020). The area of employee outcomes was determined to be an ongoing concern for contemporary organisations. In South Africa, a study by Zattoni et al. (2019), established a causal relationship between board diversity and employee outcomes. The foregoing studies point to a link between an internal organisational capability and employee outcomes, albeit a narrow focus.

Other African-drawn studies, such as Odewun (2020), infer that employee outcomes such as attitudinal aspects of commitment, loyalty, citizenship behaviour and engagement are key areas of focus for progressive HRM. Almadi (2016), established

a positive relationship between organisational communication and employee outcomes, especially in the area of employee commitment and job satisfaction. It is apparent that employee outcomes are an area of continuing research focus in search of more viable configurations, which could help organisations and employees reach optimal results and delivery of goals (Mira, Choong & Thim, 2019). Optimising these organizational capabilities is a strategic approach that can foster an environment where employees feel valued and heard. Such an environment is key to realizing superior individual performance but also overall organisational effectiveness. Furthermore, effective HRM practices can help empower employees with the skills needed to adapt to perform better. This proactive investment in human capital management not only boosts employee morale but also contributes to a HRM culture of continuous improvement, learning and innovation.

### **1.1.3 Local Perspective of Employee Outcomes**

Employee outcomes continue to be a significant area of research in Kenya, particularly within the public sector, because they play a central role in service delivery and in promoting a customer-centric or citizen-centered public service (PSC, 2019; Umar, 2019). This could be the overriding factor behind Kenya's decision to implement a governance code and undertake multiple reforms within its public sector (Kimani et al., 2016; Wagana et al., 2026; Nzulwa et al., 2024). Despite the aforementioned, Kenya's public sector service delivery, of which employee outcomes are a subset, remains a major challenge (Kimaku et al., 2019). Although Kenya is viewed by its continental peers as a leader in superior public sector service delivery, significant gaps still exist in how employees provide these services (Owalo, 2018). Gaps in job satisfaction among public sector employees remain persistent (COTU, 2023; Omwenga et al., 2017). Numerous industrial disputes, and even strikes illustrate the aforementioned issues.

While previous research has established varied links between internal organisational capabilities and employee outcomes, the accumulating results have been inconsistent, segmented, inconclusive, conflicting, and sometimes narrowly orientated. A report by the national treasury in 2020 pointed out that the public service was keen to enhance

public servants' contributions to service quality, which essentially points to employee outcomes. The State Corporations Advisory Committee (SCAC) (2023) as well as a report by the presidential task force on public sector enhancement of 2023, have reaffirmed this stance. Successive government administrations have also repeatedly pointed to the need to enhance employee performance and their resultant outcomes in order to deliver on their mandates (Mohamed et al., 2016; Kimaku et al., 2019; UNDP, 2020).

The current study sought to establish the moderating role of HRM orientations in the relationship between selected internal organisational capabilities and employee outcomes in Kenya's civil service. The particular internal organisational capabilities were selected based on their application and relevance to the civil service and as studied separately in cross sections of previous studies and/or research (Taib et al., 2018; Yossef et al., 2020; Kimani et al., 2017).

#### **1.1.4 Global, Regional and Local Perspective of Internal Organizational Capabilities**

World over, contemporary organisations have been in the past couple of years engrossed in the search for competitive formulae in a bid to realise success and sustainable advantage (Kotter, 2018; Bayraktar et al., 2017). The foregoing has led to organisations' concern over the performance of their employees, for both public and private good. The said endeavour pressured organisations to put in place suitable structures, communication channels, the right organisational culture, policies and practices that are significant for enhancing employee outcomes, itself a subset of the broader organisational performance (Dessler, 2020). Hwang and Wang (2011), concluded that job satisfaction and organisational commitment are significantly connected to employee job performance and effectiveness in Taiwan.

From a human resource perspective, employee outcomes are a key metric for measuring the contribution of human capital as well as putting up a justification for investment in people (Newstrong, 2010; Wang & Hwang, 2011).

Regionally, employee outcomes, predominantly job satisfaction and organisational commitment, are significant in determining employee turnover and thereby impinge on the overall employee job performance (Alusa & Kariuki, 2015). Folorunso, Adewale and Abodunde (2014), found that organisational commitment played a significant role in the performance of academic staff in public universities in Nigeria. Nongo and Ikyanyon (2012), examined the influence of four corporate culture variables-involvement, adaptability, consistency and mission – on employee commitment in small and medium-sized enterprises (SMEs) in Nigeria. The study results established that involvement and adaptability significantly correlated with commitment, while mission and consistency did not correlate with employee commitment. Abugre (2011), assessed the impact of organisational communication on employee job satisfaction in Ghanaian formal sector organisations and established a significant relationship between organisational communication, employee job satisfaction and performance.

Locally, Kidombo et al., (2012), studied the impact of strategic orientations and organisational commitment on the performance of large manufacturing firms in Kenya. The study established a significant relationship between strategic orientations and organisational commitment. However, normative commitment was negatively and weakly correlated with strategic orientations. Mulabe (2013), established positive significant link between human resource strategic orientations and organisational performance. Sagwa et al. (2015), established significant relationship between HRM practices and employee outcomes. Sang (2015) explored the relationship between human resource management policies and employee productivity in Kenya's public service. The findings indicated that human resource management policies bear a positive and significant effect on employee productivity.

Although, studies were conducted on the effect of internal organisational factors or capabilities on employee outcomes in the public service, the challenge of unsatisfactory employee outcomes continued to persist.

Allen and Meyer (1991), suggested that employees that feel valued at work are likely to be more committed and to demonstrate higher levels of job performance than those

who do not perceive value and respect. Lawler (1994), opines that for organisations to be sustainable in the medium to long term, employees must be motivated about the work they do. Previous research on employee outcomes suggests that highly satisfied employees have better mental and physical health, learn new job-related tasks, show efficiency in job performance and are more likely to exhibit pro-social citizenship behaviour (Omolo, 2016). Notably, previous studies cited various internal organisational capabilities as explanatory variables to employee outcomes. For instance, organisational culture has been proposed as a major part of internal organisational capability (Nongo & Ikyanyon, 2012). Other elements of internal capabilities comprise organisational structure; leadership and management style (Ibrahim, 2014); organisational strategy, policies and systems (Koon, 2013), and organisational communication, information and knowledge (Abugre, 2011; Khan and Zafar, 2014).

Scholarly evidence obtains that organisations can leverage external organisational factors as contributory factors to employee outcomes (Hwang & Wang, 2011; Sani, 2012). Within the scholarly society, internal organisational capabilities are also referred to as internal organisational factors, internal organisational drivers, elements or institutional factors (Ibrahim & Shah, 2013; Kakakhel, Khan, Gul & Jehangir, 2015). The foregoing diversity captures the versatile nature of organisational resources as evidenced in the resource-based theory (Barney, 1991; Owalo, 2018). Deliberate configuration of organisational resources like internal organisational capabilities can enhance an organisation's strategic advantage, including employee outcomes. The current study aimed to examine four selected internal organisational capabilities that were previously explored in a series of related past studies. The four comprised of organisational strategy, organisational culture, organisational structure, and organisational communication (Tiwari & Saxena, 2012; Ongwae et al., 2018).

A study by Genc (2014), examined internal environmental factors affecting HRM practices in large manufacturing firms in Turkey. The findings of the study were that organisational strategy and organisational culture had a strong impact on HRM practices. The study seemed to suggest that a combination of organisational factors and HRM practices had an effect on employee outcomes. The current study sought to

establish the direct link between a set of selected internal organisational capabilities and employee outcomes. The set of the internal organisational capabilities studied were selected on the basis of relevance to the public sector as well as their individual or combined study by previous researchers in segmented contexts of the public sector (Mulabe et al., 2012; Sagwa et al., 2015; Wangari, 2016).

### **1.1.5 Global, Regional and Local Perspective of Human Resource Management Orientations**

Empirical literature suggests that overall, human resource management value chains and orientations have a significant effect on employee outcomes and overall firm performance (Armstrong et al., 2018). According to Dessler (2020), organisations that implement soft HRM policies are less prone to conflicts than those that implement hard HRM policies. Elsewhere, organisations are more likely to adopt hard HRM practices during a change. HR orientations are therefore comparable to a pipeline that manages both organisational factors and people (Wright et al., 1999; MacDuffie, 1995). A study by Wan et al. (2002) advanced six HRM variables (training, staffing, empowerment, performance appraisal, job design and performance-based appraisal) as key drivers of financial performance in 191 Singaporean companies. Other studies (Mwita et al., 2024; Omwenga et al., 2017; and Musyoka et al., 2024) consistently point to HRM practices and capabilities as keys to driving organisational competitiveness as well as employee outcomes.

Remarkably, rigorous and soft human resource management (HRM) represent contrasting approaches to managing employees (Kidombo et al., 2012). Hard HRM views employees as resources to be managed efficiently for cost reduction and productivity, while soft HRM emphasises employee well-being, development, and commitment to long-term organisational success.

Contemporary HR leaders frequently assess both soft and hard HRM methods to ascertain which aspects align with the company's requirements (Odhiambo et al., 2016). For instance, employee engagement, which is a soft HR approach, can be combined with a harder HRM method, like cost efficiency, to ensure productivity and profit (Tailor, 2018). Kakakhel et al., (2015), established significant link between

organisational communication and employee outcomes among private sector employees in Pakistan, while Kehoe *et al.* (2013), did study on employee perception of human resource management (HRM) strategy on employee outcomes in large multi-unit food service firms in New York. The results pointed to a positive relationship between HRM strategy and employee outcomes. Both studies highlight a combination of soft and hard internal organisational capabilities; however, their full application may only be realised if the HRM orientation approach is consistently maintained.

Previous researchers have indicated that HRM orientations significantly relate to organisational performance and various employee outcomes, including job satisfaction, employee commitment, and strategic orientation (Kidombo *et al.*, 2012; Mulabe *et al.*, 2012; Sagwa *et al.*, 2015; Tailor, 2018). There are also indications that both soft and rigid approaches can be combined for better results. In fact, soft and hard HRM represent two opposite ends of the HRM value chain continuum, and implementing only one of these approaches may not be realistic for achieving business success (Boxall & Purcell, 2022; Kidombo *et al.*, 2012; Jackson *et al.*, 2014; Dessler, 2020; Yamamoto & Villegas, 2020). From the preceding discussion, it is clear that tailoring an approach that integrates the beneficial components of both soft and hard HRM could help foster a culture that values individuals as well as organisational success. The link between HRM orientations and employee outcomes has been studied extensively; however, there is insufficient conclusive evidence to establish its ability to moderate the relationship between internal organisational capabilities, organisational performance, and employee outcomes.

Literature anticipates that a moderating variable should, among other things, have a direct and positive relationship with the dependent variable it influences.

As indicated earlier, HRM orientations were found to have a positive relationship with organisational performance and employee outcomes.

The current study sought to establish the moderating role of HRM orientations in the relationship between internal organisational capabilities and employee outcomes in the Kenyan civil service. The HRM orientations were conceptualised based on two

commonly known approaches: soft and hard orientations (Boxall et al., 2020; Kidombo et al., 2012; Dessler, 2020).

### **1.1.6 Civil Service in Kenya**

The civil service is historically part of the general public sector, whose role is effective service delivery to the Kenyan citizens (Kamoche, 2010). The sectors are established under the provisions of the laws of Kenya and government functions. The government is structured under two levels: The National Government and the County Government. The two levels of government are distinct and interdependent, with clear roles and mandates, (COK, 2010). The national government has three arms including the Executive, the Legislature and the Judiciary. The civil service falls under the executive arm of government, headed by the President, the Deputy President, Cabinet Secretaries, the Attorney General, and the Director of Public Prosecutions (Executive Order No. 1/2018). The Civil Service houses government ministries and state departments as provided for under the law or constitutions of Kenya, 2010. The functions and mandate of each ministry, or state agency, are outlined under the Constitution of Kenya, Vision 2030 and the government's manifesto (PSC, 2020).

The Executive order No. 1/2018, which establishes the civil service, also prescribes thirty-nine ministries and state departments both of 50% of the total public service employees are housed. The sector contributes immensely to Kenya's gross domestic product and service delivery (Nzulwa et al., 2024). The sector is spread across the major areas of education, health, agriculture, housing and infrastructure, among others. The overall performance rating of the civil service has improved significantly over the years. Despite this, there are still major complaints about its service delivery both at the national and county levels by its various stakeholders, including the general citizens, development partners, the media and other stakeholders (PSC, 2020).

This unimpressive and unsatisfactory scorecard on delivery of services has numerously prompted the government to initiate measures to mitigate the challenges. Several reforms, like the results-based management process, strategic planning, performance contracting, competitive appointment of cabinet secretaries and private-public partnerships, have respectively been put in place over the years. The foregoing reforms

have yielded positive results and placed some aspects of the civil service at par with the private sector. The positive aspects on civil service reforms notwithstanding, glaring gaps regarding employee performance and employee outcomes remain a challenge (IMF, 2023). Research has consistently portrayed people management in Africa as a routine challenge for the civil service (Kamoche, 2010; Mwangi & Kamau, 2011; Musyoka et al., 2024).

Employee outcomes are particularly singled out as a major challenge, yet researchers in HRM position employees as a core asset for attaining competitive advantage. To thrive in the competitive environment and with citizens who are sensitive to unsatisfactory service delivery, the Kenyan civil service can benefit from strategic HRM measures such as HRM orientations and superior configurations of internal organisational capabilities whose combination is envisioned to deliver desirable employee outcomes (Sagwa et al., 2015; Mwita et al., 2024). Based on this understanding, the current study sought to examine the role of human resource management orientations on the relationship between internal organisational capabilities and employee outcomes in Kenya's Civil Service.

## **1.2 Statement of the Problem**

High turbulence, volatility, risk, and a nonlinear environment characterise the 21st-century business landscape (Musyoka et al., 2024). Organisations in both the public and private sectors have been pushed to look for ways to help sustain dwindling organisational performance, unsatisfactory service delivery, and/or decline in employee outcomes (Umar, 2019). Effective or strategic human resource management, such as the case of a good bundle of internal organisational factors has been put forward in literature and practice as a good mitigation (Armstrong et al., 2020). This move has also been occasioned by a recognition and appreciation that human resources play a significant role in service delivery for the public good, as well as service quality and competitive edge for both private and public sector organisations. Empirical literature suggests that employee outcomes play a crucial role in achieving an organisation's desired levels of effectiveness and efficiency in service delivery.

Kenya's civil service has experienced gaps in service delivery, with average ratings of employee job satisfaction, commitment levels, and engagement.

For the past couple of decades, the general public persistently complained about inefficiencies in service delivery in Kenya (IMF). This trend has persisted despite government efforts through numerous civil service reforms that targeted employee performance and outcomes. The ongoing challenges suggest that a more comprehensive approach to reform is necessary, one that addresses not only structural issues but also prioritises the well-being and motivation of employees (Owalo et al., 2018; Prasetya, 2017). The civil service is notably tasked with efficient service delivery to spur the country's socio-economic agenda, the realisation of the vision 2030 and economic deliverables envisioned under the constitution, as well as other national development roadmaps (PSC, 2020). From the foregoing, and in consideration of citizens' expectations and demands, managers, practitioners and scholars began to have a change of focus towards the human side of the business. This shift has led to a keen interest towards human resource management orientations as well as internal organisational capabilities as a possible remedy (Jackson and Schuler, 1995; Alusa & Kariuki, 2015).

The thinking towards HRM as a driver of competitiveness is also informed by the advancements of the resource-based theory. The theory views human resources as a critical resource of an organisation due to its nature, which is unique, non-substitutable, and inimitable (Barney, 1991; Nzulwa et al., 2024). To achieve its mandate, Kenya's Civil Service requires skilled and competent employees that value their jobs and are committed to the goals and objectives of the organisations. There has been growing consensus among people management scholars that internal organisational capabilities can influence employee outcomes in both public and private sector organisations.

A study by Koon (2013), concluded that human resource management strategies moderated the relationship between business strategies and employee outcomes in public and private sector firms in Malaysia. Krasman (2014), found that organisational structure had a significant influence on employee trust while Wang and Hwang (2011)

established a positive relationship between employee perceptions of HRM systems and employee outcomes in Taiwan. A study by Park (2015), found that organisational strategies in South Korea enhanced the relationship between perceived organisational support and organisational commitment. Although these studies are important, they were majorly conducted in the global north which is structurally, economically, socio-culturally, and geographically different from Africa and Kenya in particular thus creating a contextual gap. A need therefore exists to elicit data from the local context for relevance and applicability.

Further, most of the studies reviewed focused segmented aspects of organisational factors and their relationship with organizational performance which employee outcomes is a sub construct. The current study sought to examine a configuration of a pooled set of four internal organisational capabilities. Their combined effect on employee outcomes was sought alongside the role of human resource management orientations as a mediator variable. Previous studies indicated a direct relationship between human resource management orientations and employee performance. This led to the choice of HRM orientations as a viable moderator as per prevailing research directions. Empirical research relating to the envisioned relationship was deemed imperative towards building an understanding in regard to enhancing employee outcomes in Kenya's Civil Service. Extant literature in the field of human resource management studied different constructs of organisational factors and employee outcomes, with varied results.

Previous studies from around the globe, regionally and locally, also gave mixed findings (Kwasman 2014; Kidombo et al., 2012; Mulabe et al., 2013; Sagwa *et al.*, 2015; Odhiambo et al., 2016; Kimaku et al., 2019; Nzulwa et al., 2024). This study, therefore, sought to shed more light on the role of HRM orientations in the relationship between internal organisational factors and employee outcomes in Kenya's civil service.

### **1.3 Study Objectives**

The current study was guided by both a general and specific objective. These objectives are captured and heightened in the sections that follow.

### **1.3.1 General Objective of the Study**

The study sought to determine the role of human resource management orientations in the relationship between selected internal organizational capabilities, and employee outcomes in Kenya's Civil Service.

### **1.3.2 Specific Objectives**

The study sought to achieve five specific objectives, comprising:

- i) To analyse the relationship between organizational strategy and employee outcomes in Kenya's Civil Service;
- ii) To establish the effect of organizational culture on employee outcomes in Kenya's Civil Service;
- iii) To assess the effect of organizational structure on employee outcomes in Kenya's Civil Service;
- iv) To determine the relationship between organizational communication and employee outcomes in Kenya's Civil Service;
- v) To determine the moderating role of human resource management orientations in the relationship between selected internal organizational capabilities and employee outcomes in Kenya's Civil Service.

### **1.4 Hypotheses of the Study**

Attendant to the study's objectives, the study formulated five hypotheses, which later were tested:

**H<sub>01</sub>:** Organizational Strategy does not significantly influence employee outcomes in Kenya's civil service.

**H<sub>02</sub>:** Organizational Culture does not significantly influence employee outcomes in Kenya's civil Service.

**H<sub>03</sub>:** Organizational Structure does not significantly influence employee outcomes in Kenya's civil Service.

**H04:** Organizational Communication does not significantly influence employee outcomes in Kenya's Civil Service.

**H05:** HRM Orientations do not significantly moderate the relationship between selected internal organizational capabilities, and employee outcomes in Kenya's Civil Service.

## **1.5 Significance of the Study**

The aim of this study was to examine the moderating role of human resource management orientations in the relationship between internal organisational capabilities and employee outcomes within Kenya's Civil Service. It was envisioned that the study will be beneficial to various stakeholders.

### **1.5.1 Human Resource Managers and Practitioners**

The findings of this study will help managers in the civil service to understand the importance of internal organisational capabilities and HR practices or orientations driving employee outcomes in the civil service. The findings further provide a good foundation in formulating and implementing internal organisational structures, policies and decisions, likely to facilitate good employee outcomes. The study further positions the right mix of HRM orientations as a good ground for a thriving people management process.

Both HR and line managers in the civil service can collaborate to configure the right mix of HR strategies and practices that can help to improve service delivery in the general public sector. Although this study was located in the civil service which is largely within the public sector, human resource managers and practitioners stand to learn a lot from its findings which can be generalised to all strategic HRM efforts, practices and general people management. It is critical to note that, the bundle which the study was situated can help managers and practitioners to intervene in organizations towards continuous improvements, success and excellence. Eventually, HR managers and practitioners can map the HR formations around the knowledge and wisdom of this study findings.

### **1.5.2 Government and Policymakers**

This study will undoubtedly benefit the Kenyan government, given its responsibility and central position towards managing the civil service. Policymakers and managers in the civil service will understand how the internal organisational capabilities can drive positive employee outcomes as well as the role of HR orientations in the process. The government, consequently, can use the tested results of this study to formulate policies, regulations and laws that will drive the civil service towards superior service delivery for improved social and economic development. Employee outcomes are paramount to the cause and core of the government. It is the responsibility of each government to provide efficient service delivery to its citizens. The foregoing can only be achieved through strategic management of employees and optimisation of their value. The configurative bundle of internal organizational capabilities and human resource management orientations has been proven as crucial to effecting superior employee outcomes.

### **1.5.3 Researchers and Academicians**

The current study will be helpful to academicians and researchers interested to undertake research on human resource management orientations, internal organisational capabilities and employee outcomes in public sector organisations.

The study sought to bridge empirical gaps by extensively reviewing past literature in the relevant areas of internal organisational capabilities; the conceptual gaps through the selected internal organisational capabilities and contextual gaps in terms of undertaking the study in the Kenyan context which is different from other geographical contexts as established in the literature review or as identified in the statement of the problem. The study therefore offers pertinent information to future researchers on a framework for operationalising the configurations of internal organisational capabilities, HRM orientations and employee outcomes in Kenya's civil service. Future academicians and researchers can either replicate the current study or seek to introduce other concepts, and operationalization to further expand the horizons of knowledge in human resource management.

## **1.6 Scope of the Study**

This study examined the mediating role of HRM orientations in the relationship between internal organisational capabilities and employee outcomes of Kenya's civil service. The Civil Service falls under the national government and consists of ministries and state departments spread over forty-seven counties (PSC Annual Report, 2018/2020). The employees in ministries and state departments are spread across all forty-seven counties in the country. The study was based on the civil service ministries and state departments' headquarters in Nairobi, Kenya. The study covered three main variables, including internal organisational capabilities as the independent variable, the HRM orientations as the moderating variable and employee outcomes as the dependent variable. The study confined itself within the civil service as defined in the constitution of Kenya 2010 and by the establishing statute or government order. As such, the respondents were civil servants drawn across the senior, middle and technical levels in Nairobi, which headquarters all government ministries. These comprised employees from Job Group "J" to Job Group "S.". The study was conducted between the years 2017-2020.

## **1.7 Limitations of the Study**

The aim of this study was to examine the influence of internal organisational capabilities on employee outcomes, as well as to determine the mediating role of human resource management orientations on the relationship between internal organisational capabilities and employee outcomes in Kenya's Civil Service. During the research process, the study encountered limitations, but we handled them appropriately to minimise their impact on the study's outcome. The initial limitation arose from the nature of the data collection tool and process, which was a self-administered questionnaire. Self-administered questionnaires depend on the perceptions of respondents, which may not always be precise. Additionally, the rate of response to the questionnaire was slow due to the busy schedules of the respondents. This limitation was mitigated through continuous follow-up through telephone and physical visits. The follow-ups yielded positive responses from the respondents.

This study covered employees at the senior, middle, and technical levels in Nairobi, which is the headquarters of all government ministries. These included employees from Job Group “J” to Job Group “S.”. Employees serving in the technical and middle levels were hesitant to divulge information for fear of being reprimanded by their seniors. This limitation was alleviated by giving them an assurance of confidentiality and a letter of introduction to guarantee them that the study was purely for academic purposes. The information given would be treated with utmost confidentiality, and the completed study would be accessible to their ministries. Employees serving in departments outside Nairobi were not covered due to limited resources and since they were scattered across the country.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature works which are related and aligned to the study variables. It further presents a discussion of the theories underpinning the study as well as the accruing conceptual framework. Further, the section makes a critical analysis of studies relating to the study variables, identifying the research gaps and rationale for undertaking the study.

#### **2.2 Theoretical Review**

A theoretical review is an exhibition that seeks to present various theories or concepts that underpin the variables under study. Researchers review theories in a specialised way with an aim to make comparisons between the theoretical advancements and the study variables based on assumptions and the scope of explanation of the theories (Neuman, 2014; Cresswell, 2018). A theoretical review is thus a collection of interrelated theories that guide in determining the statistical relationship between independent and dependent variables. Alternately, a theoretical review presents the blueprint or structure that supports the philosophy in a research study (Grant & Osanloo, 2014). This study was founded on five key theories which were deemed relevant to the study. The theories have been discussed extensively alongside the applicable perspectives, linkage to the study and their gaps.

##### **2.2.1 Universalistic Theory**

Pfeffer (1990) proposed the universalistic theory, also known as the “best practice” theory, drawing on human capital theory, which emphasises the value of investing in employees, and the resource-based view of the firm, which focuses on leveraging unique resources to gain competitiveness. The theory posits that there are certain HR practices that consistently lead to improved organisational performance, regardless of the specific context or industry.

This essentially means that a specific set of HR practices, when and if implemented effectively, can universally enhance outcomes like productivity, financial performance, and employee satisfaction (Delery & Doty, 1996). The theory thus positions certain integrated HRM practices as universally responsible for improved performance and positive employee outcomes. This can be witnessed in minimal employee absenteeism and turnover intentions and high levels of job satisfaction and organisational commitment (Kidombo *et al.*, 2012).

HRM practices can directly impact both organisational performance and employee wellbeing by relying on statistical evidence that demonstrates a positive relationship between specific HRM practices and various organisational outcomes, including financial performance, productivity, and employee engagement. The emphasis of the theory is on the impact of mutually reinforcing HRM practices, such as training and development, recruitment and selection, employee compensation, and performance management evaluation. The universalistic theory advocates for the adoption of best HR practices, known as high commitment and high performance, which lead to improved employee outcomes and enhanced organisational efficiency (Armstrong *et al.*, 2018). Organisations are bound to benefit from the implementation of best practices, regardless of their organisational environment (Kehoe & Wright, 2013).

Pfeffer (2015), suggested seven practices that obtain employee security: recruitment and selection, extensive training, rewards and sanctions, performance management, and compensation. These are the universal set of best practices in HRM. The universalistic theory has been criticised due to what some see as a lack of clarity on what constitutes an ideal set of the universal HR practices. While some universal aspects exist in the analysis of human resource strategies, such as the need to attract the most qualified employees, the need to compensate them appropriately, and the need to the need to deploy them optimally, others may relate to diverse circumstances. The theory's suggestion of a universalistic approach, signifying that HRM practices can be applied universally in a linear relationship, regardless of other internal organisational capabilities in the environment of an organisation, has been criticised for failing to distinguish differences between organisational contexts.

Human resource management practices that work well in one organisation may not be effective in others in terms of strategy, technology and work design (Boxall and Purcell, 2022). The theory lays a theoretical foundation for this study in relation to the mediating variable, human resource management orientations, and its direct link to employee outcomes. When deployed as best practice, human resource management orientations can produce superior performance by increasing the commitment of employees by shaping employee attitudes and behaviours.

### **2.2.2 The Contingency Theory**

Fiedler (1960) came up with contingency theory, also commonly referred to as a best-fit approach. Although the theory is aligned with leadership ideals, when applied in human resource management, it denotes that organisations' systems depend on their strategy and other factors specific to the organisation (Shuler & Jackson, 1997). The rationale advanced by the theory is that organisations should focus on human resource plans and activities that contribute to achieving an organisation's strategy for purposes of attaining the best outcomes. The approach rejects the one-size-fits-all view and proposes that the alignment of organisational factors with relevant human resource practices leads to organisational efficiency. The theory underscores the importance of the linkage of HRM practices and internal organisational capabilities, taking into account the needs of employees (Kidombo *et al.*, 2012). Human resource practices implemented by an organisation would thus bear greater impact on employees when intertwined with the organisation's strategy.

The premise of the contingency perspective is that organisations differ based on their varying contexts (Hamid, 2013; Nzulwa *et al.*, 2024; Odhiambo *et al.*, 2016). The relationship between employee outcomes and internal organisational capabilities varies according to the linkage with HRM practices (Fried, 2012; Omwega *et al.*, 2017; Waiganjo *et al.*, 2013; Kaaria *et al.*, 2022). A close linkage of HRM orientations and organisational strategies dictates employee outcomes that consequently contribute to the attainment of organisational success.

The contingency theory has been criticised for lack of consideration of other organisational systems and environmental characteristics that may hinder the best-fit

adoption of human resource management practices in an organisation. The theory lacks flexibility insofar as proposing a direct link between internal organisational factors and specific HRM practices is concerned. The linear relationship between internal organisational factors and HRM practices may tend to overlook other contributory elements (Sharma, 2015). The contingency theory was deployed in the current study to cover the specifically selected internal organizational factors which were deemed to bear a significant and contingent effect on employee outcomes.

### **2.2.3 Herzberg Two Factor Theory**

Hertzberg developed the two-factor theory of motivation to work in (1959), also referred to as the duality theory. It seeks to divide work into two dimensions of motivators and hygiene factors. The theory postulates that there are two sets of factors which relate to employee motivation at work. The first set is called motivation factors (satisfiers), and the second one is called hygiene factors (dissatisfiers). Motivating factors are intrinsic factors that are expected to increase job satisfaction of employees, while hygiene factors (dissatisfiers) are extrinsic factors that prevent employees from attaining job satisfaction (Bevins, 2018; Ulrich, 2020). According to Herzberg, motivating factors include achievements, recognition, responsibility, and work advancement, while hygiene factors are working conditions, salaries, and relationships with colleagues, administrative policies, and supervision. The theory's assumptions include the presence of hygiene factors does not increase job satisfaction, but the lack of hygiene factors leads to dissatisfaction.

On the other hand, the absence of motivation factors leads to a decrease in job satisfaction, and the presence of motivation factors increases job satisfaction (Ozsoy, 2019; Prasetya, 2017). Further, employees value growth and fulfilment. This means employees are not solely motivated by money or external rewards.

There are other things that employees seek, including personal growth, purpose and accomplishment (Mahathir et al., 2020). The factors explained by this theory are directly and indirectly related to human resources practices, which are the core areas of this study. For instance, the theory explains the two important sets of factors that are important for employees' motivation, which are intrinsic and extrinsic.

Hertzberg's Two-Factor Theory maintains that job satisfaction is not parallel to job dissatisfaction; thus, the absence of motivators will not lead to dissatisfaction, but there will be no job satisfaction (Armstrong, 2020). Herzberg's theory has been criticised by other theorists such as Vroom (1964), for examining limited aspects of the job to explain employee behaviour and attitude. The two-factor theory was deemed relevant to this study, as it guided the selection of internal organisational capabilities including organisational structure, human resource management practices and employee outcomes. The aforementioned are imperative towards building an environment that motivates employees to produce superior employee outcomes.

#### **2.2.4 Social Exchange Theory**

Blau (1964), suggested that employment relationships consist of economic interactions in which employees are expected to give back favours to organisations in exchange. The theory pinpoints conditions under which employees under economic and social exchange relationships proceed. A sense of reciprocity is established between employees and the employer, yet the state of exchange is only tenable where the relationship is defined by trust and loyalty (Kehoe & Wright, 2013). Ideally, organisations invest in their employees through training, career development, rewards, and feedback. The foregoing is said to lead to a psychological contract between the organisation and its employees. The social exchange theory further advances that employees have a responsibility to be closely associated with the organisation and increase their commitment and trust in return for rewards and benefits from it. Employee attitudes and behaviours often conform to internal organisational factors, such as organisational culture, as witnessed in the kinds of human resource management practices an organisation adopts.

When the organisation treats employees with fairness and justice, they respond positively, and they reciprocate favourably in exchange. Their satisfaction with the work environment reflects in their affective commitment and trust. This theory aimed to clarify how internal organisational factors, human resource management orientations, and employee outcomes are interconnected. Employees may perceive the appropriate implementation of HRM practices as a sign of the organization's

dedication to fulfilling both physical and psychological contracts. Organisations that invest in employees and involve them in decision-making can benefit from a return on positive employee work satisfaction and commitment (Kehoe & Wright, 2013). The social exchange theory is applicable to the current study's constructs: organizational strategy, organisational culture, human resource management practices, and employee outcomes.

### **2.2.5 Human Relations Theory**

Mayo (1930), founded this theory based on a human relations approach, focussing on employee relationships in the organisation. The theory highlights the significance of social and psychological factors in motivating employees and enhancing their productivity. It suggests that employees are driven by a need for belonging, social interaction and recognition. Some of the factors influencing employee performance in an organisation include group dynamics, management styles, and communication. According to Welch & Jackson (2012), employee suggestions, opinions, and participation enhance their satisfaction and commitment to the organisation. Group dynamics, social interactions, and psychological needs shape employee behaviour and productivity. The theory considers these factors critical for employee motivation and job satisfaction. The human relations theory recognises the emotions of individuals in an organisation as a result of upward and downward communication, fostering a sense of trust and collaboration.

Employee productivity and outcomes are a result of human relations within the organisation. The theory gives cognition to the informal structure that exists alongside the formal organisation and seeks to enhance employee commitment to organisational goals.

The informal structure provides an individual a sense of belonging and recognition, which are important factors for employee satisfaction (Abugre, 2011). The human relations approach advocates for participatory management, which requires employee consultation and feedback in decision-making, thereby fostering a strong sense of commitment among employees. Human relations theory has been criticised for being too simplistic and not scientific in its conclusions (Kakakhel *et al.*, 2015). The theory

puts too much emphasis on informal relationships between employees and supervisors at the expense of formal relationships. McGregor (1960), states that attainment of high employee satisfaction and commitment cannot be a source of productivity. Rather, productivity is more complex, reliant on the amount of capability and other factors, including technological changes.

### **2.2.6 Resource Based Theory**

Edith Penrose proposed the resource-based theory, also known as the resource-based view, in 1959. Penrose viewed organisations as bundles of resources. Later, Barney (1991), postulates that HRs are very important assets to any organisation, with no exception to the civil service. Barney (1991), essentially placed inordinate importance on employees of an organisation, referring to them as valuable and playing an important role in the achievement of organisational efficiency to attain an organisation's competitive edge. The theory suggests that the skills, abilities and knowledge inherent in employees are critical for a firm to thrive in the market economies. Competitive advantage can be attained through implementing strategies that competitors cannot easily copy and sustain and for which there are no ready substitutes. The basis of this theory is that every firm has a competitive edge in the market that can be created from its organisational strategies using the available resources.

The theory further advances that human resource management policies and practices play an important role in building the employee competency pool by developing its skills, knowledge and abilities, which are rare and not easily imitable since they are internal to the human resource.

Accordingly, HRM orientations can have a direct impact on employee job satisfaction, loyalty, trust and organisational commitment, and these outcomes in turn can translate to organisational competitive advantage. Resources are inputs or factors available to organisations which help to perform their operations or carry out their activities. Resources, if considered as isolated factors, do not result in productivity; hence, coordination of resources is vital. Barney (1991), stated that proper coordination of resources ultimately creates a competitive barrier. Organisations ought to focus on the

existing resources, especially human resources and capability, in response to changes in the internal and external environments. Wright et al. (1994) supported this view and argued that employees of a firm are the main source of sustained competitive advantage.

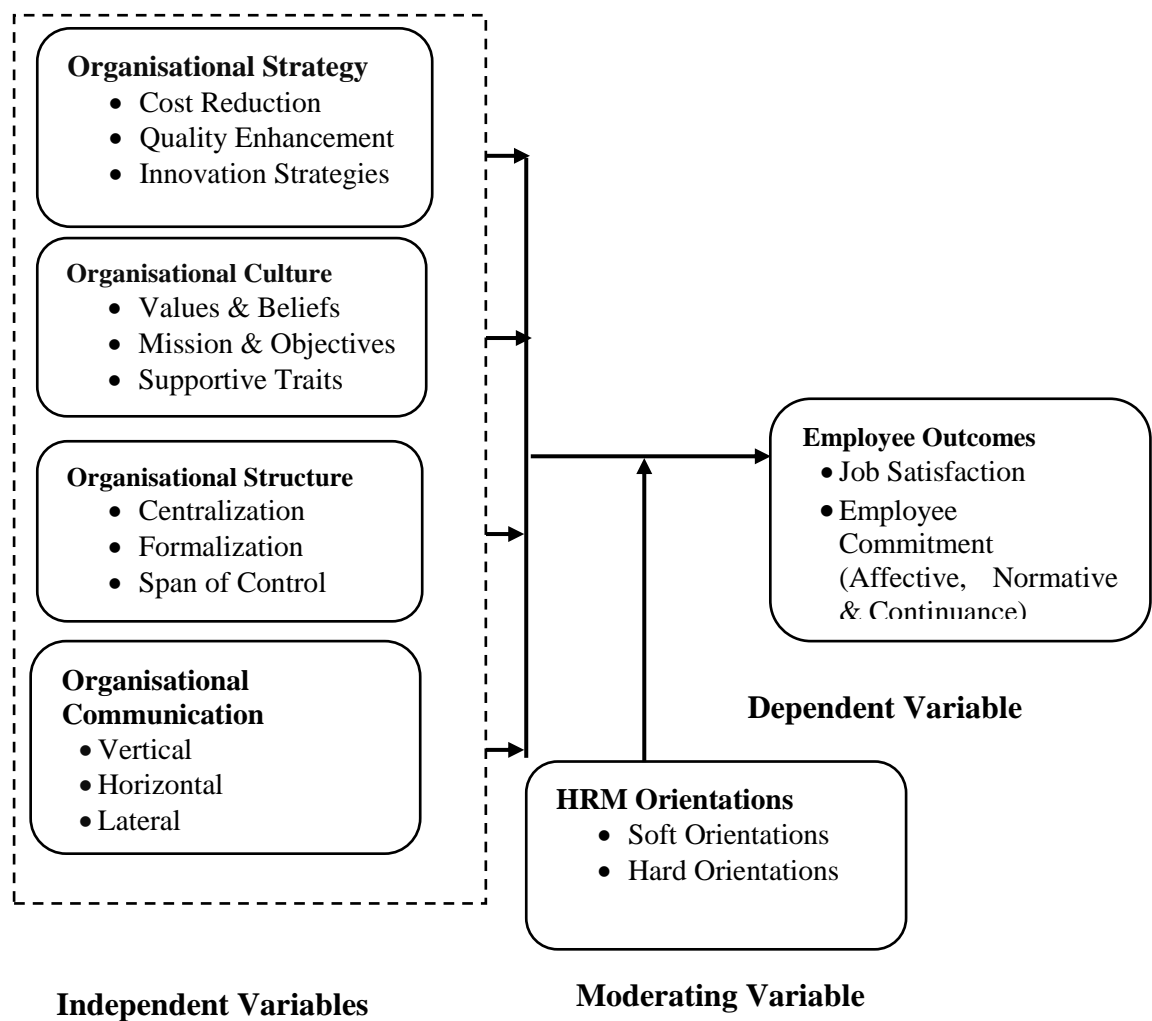
In addition, a resource must be valuable to enable a firm to employ a value-creating strategy by either outperforming its competitors or reducing its own weaknesses (Barney, 1991; Amit & Schoemaker, 1993). Thus, organisations have to provide care for and protection of resources that possess these evaluations (Crook, Ketchen, Combs & Todd, 2008). Priem and Butler (2001), argued that although the valuable, rare, inimitable and non-substitutable characteristics mentioned are individually important, they are not sufficient conditions for a sustained competitive advantage. According to Barney (1991), the ways that a firm can create a barrier to imitation are reflected in its strategies, corporate culture, organisational structures, and communication channels. The tenets of the resource-based theory can be applied by the civil service to formulate distinct value systems which can then be transferred in human resource management systems and structures. The resource-based theory in this study relates to the relationships between human resource management orientations and employee outcomes.

Employees respond to appropriate implementation of human resource management practices through job satisfaction and commitment to the organisation. The human resource management orientation approach is also connected to the resource-based theory of an organisation by reason of its ability to create sustained competitive advantage.

### **2.3 Conceptual Framework**

Conceptual frameworks represent the researcher's understanding of how to effectively explore the research problem. They provide a specific direction for the research and illustrate the relationships between different research variables, arranged logically to create a visual representation of these relationships (Ravitch & Rigga, 2017). Musyoka et al. (2023) describe a conceptual framework as a fundamental construct that consists of a defined non-figurative component, signifying observable aspects. This conceptual

model demonstrates the direct relationships between selected internal organisational capabilities namely, organisational strategy, organisational culture, organisational structure, and organisational communication as well as the dependent variable, which is employee outcomes. The moderating variable, human resource management orientations is also provided. The conceptual framework thus illustrates the linkages among the study variables: in Figure 2:1



**Figure 2.1: Conceptual Framework**

### 2.3.1 Organisational Strategy

An organisation's strategy is expressed through its goals, objectives, and core principles. Strategies have been described as the golden thread of organisations'

activities, structure and organisation (Genc, 2014; Jama et al., 2017). Organisational strategy is the plan of action that directs and guides an organisation to attain its priorities. The opinion of the contingency theorists is that organisational strategy exists for efficiency and to create a competitive advantage for an organisation (Kotter, 2018; Atikiya et al., 2016).

Organisational strategy helps to direct employee behaviour towards organisational performance (Waiganjo, Mukulu & Kahiri, 2012). Employee attitudinal and behaviour changes are a response to their perceptions of the strategies implemented in an organisation (Kehoe & Wright, 2013). Porter (1985) classified organisational strategy into cost leadership, differentiation, and focus. Miles and Snow (1984) classified organisational strategy into three categories: defender, prospector and analyser. Schuler and Jackson (1987) altered Porter's strategy to cover cost reduction, innovation and quality enhancement.

The current study adopted Schuler and Jackson's typology (1987), which enumerates cost reduction, quality enhancement, and innovativeness. Cost reduction strategy focuses on the efficiency and service delivery at minimal cost (Brakaj, Kurne & Cipi, 2015). The strategy discourages production frills and encourages economies of scale to enhance organisational efficiency. The strategy endeavours to reduce expenditure through implementation of new technology, economies of scale, process re-engineering, control and reduction of administrative costs (Park, 2015). Service delivery is carried out on a larger scale to cushion costs. An organisation with this strategy is committed to learning and tight management controls of its employees. Such organisations can thrive and attain sustainability by offering services at lower costs than competitors. The effects of the low-cost strategy are evident in practices like austerity measures, reduced spending on human resource procedures such as employee training, and strict adherence to rules and regulations.

Innovative strategy emphasizes the development and application of new ideas that are unique and of superior quality. An organisation that adopts an innovative strategy produces complex and fast-changing products and achieves efficiency through corporate image, customer awareness, variety of services and positive employee

outcomes (Brakaj *et al.*, 2015). The organisation is prepared for any changes that might take place in the external environment because they operate in unsteady environments due to the search for new markets and services (Park, 2015). The organisations develop new products and services to respond to new markets faster than other organisations. Quality enhancement strategy, on the other hand, is based on the production of high-quality goods and services.

Quality enhancement strategy prioritises efficiency and market stability. The services and products are offered in a limited range to enhance quality. Operations are based on clear norms and standards of operations as set out in organisational policies (Jama *et al.*, 2016). An organisation may adopt one of the strategies or maintain a combination of the strategies for sustainability (Koon, 2013).

### **2.3.2 Organisational Culture**

Organisational culture is one of the most significant organisational capabilities that influence employee behaviour and work performance (Wanjohi, 2014; Kibera *et al.*, 2017). Organisational culture refers to a set of shared values and beliefs that are embedded within the organisation and its stakeholders. Organisational culture is linked to various outcomes for both the organisation and its employees, including superior organisational performance, employee engagement, job satisfaction, governance outcomes, and organisational commitment (Kimaku *et al.*, 2019). A study by Geare (2007), establishes a strong link between organisational culture and employee outcomes. Values and beliefs have persuasive qualities that play a pivotal role in fostering organisational commitment and job satisfaction. Organisational culture is essential for an organisation's success and effective service delivery because it impacts various aspects of the organisation's existence (Daft, 2010; Musyoka *et al.*, 2023). Organisational culture affects the way people behave, feel, think, perceive, and make decisions.

Culture dictates who makes decisions and how; employee rewards and development; and how the organisation responds to changes in the environment (Wangari, 2016; Kotter *et al.*, 2018). Alternatively, organisational culture refers to a specific collection of normally unstated assumptions that are shared by individuals and groups within an

organisation, influencing how they interact with one another and with stakeholders outside the organisation (Ng'ang'a & Nyongesa, 2012; Burry et al., 2019). Beliefs, as components of the overall organisational culture, represent assumptions about reality that are developed and reinforced over time. Values refer to beliefs and assumptions about moral standards that are accepted by organisational members for use in work performance.

Shared belief and value assumptions create an organisational culture (Onuoha & Overarm, 2013; Dauda et al., 2024). Cultural influences significantly affect each organisation's life, including its vision, mission, objectives, history, and management styles, which in turn determine its success or failure (Hofstede et al., 2019). Organisational culture is like an onion; the shared values and norms form the core that impacts every aspect of the organisation to enhance employee attachment and commitment to the organisation. Culture is so persistent that it is like glue that binds employees to stay in the organisation or the wind that blows them away (Armstrong et al., 2018). Culture acts as a source of motivation to employees since it fosters beliefs and values and integrates these assumptions to create a sense of belonging and loyalty (Nzulwa et al., 2024). Culture generates the 'we' feeling in employees that gives a shared system of meanings and themselves a basis of employee actions. It spells out the right and wrong behaviour, ensuring consistency, loyalty, commitment and cohesiveness in employees' behaviour.

Culture creates consistency through relationships and set standards so that there is common understanding within the organisation (Adewale & Adeniji, 2013). Schein (1985) describes organisational culture as a "pattern of shared basic assumptions, invented and developed by a given group as it learns to cope with its problems of external adaptation and internal integration. When the pattern has worked well enough, it is considered valid and is passed over to new members of the organisation as a way of doing things (Wangari, 2016). The current study adopted the definition advanced by Schein (1985) that perceives organisational culture as a pattern of shared basic assumptions, values, beliefs and support relationships that distinguish one organisation from another.

### **2.3.3 Organizational Structure**

Organisational structures refer to the dispersion of power across organisational ranks (Tran et al., 2013). Structures facilitate organisations to optimally utilise their resources to achieve organisational goals and objectives for both long-term and short-term commitments. Every organisation has a formalised structure that is responsible for efficient and effective accomplishment of its mandate (Boxall et al., 2022). Organisational structures play a vital role in how work is carried out in organisations, as they specify working and reporting relationships as well as define communication channels. To achieve organisational priorities, individual employees and teams must be well coordinated and managed. Organisational structures give shape to organisations for the attainment of key priorities and support of employee efforts to achieve organisational efficiency (Atikiya et al., 2016). Organisations adopt different forms of structures, depending on the strategy and tasks of the organisation. Organisational structures are a mechanism for controlling efficiency and monitoring employee outcomes.

The structure establishes the coordination of responsibilities, accountabilities, tasks and jobs, operational standards, and decision-making processes (Armstrong, 2018). Previous scholars point out that organisational structure affects employee attitude towards work and general behaviour in the organisation (Olajide, 2015; Krasman, 2014; Mutua et al., 2018). An appropriate organisational structure is important for employee performance such that it impacts employee duties, responsibilities, decision-making and the reporting relationships (Kiptoo & Mwirigi, 2014; Omwenga et al., 2017). Empirical literature classifies organisational structure into centralisation, formalisation, hierarchy of authority and departmentalisation. Centralisation is the degree to which decision-making authority is concentrated at higher levels of an organisation (Muduenyi, Oke, Fadeyi & Ajagba, 2015).

A hierarchical structure indicates the number of levels an organisational structure has from the lowest level to the highest level (Ibrahim, 2014). Hierarchy of authority denotes circumstances under which employees influence decisions regarding their work performance. Participation in decision-making is the extent to which employees

are involved in decisions regarding organisational matters. Communication in a centralised organisation structure is largely a top-down process, and the decision-making points are stipulated. Such an arrangement may exhibit efficiency in service delivery since decision-making levels and work procedures are provided (Marx, 2016). A formalised structure denotes the existence of numerous rules and regulations relating to duty performance.

It is the extent to which organisation policies, procedures, work instructions and working relationships are documented and spelt out (Ajagbe *et al.*, 2015). A high degree of formalisation hinders innovativeness in employees, an aspect that may lead to low motivation among employees (Olajide, 2015). Research has demonstrated that a formalised organisational structure has a positive influence on employee attitude and behaviour (Madueniyi *et al.*, 2015). Span of control determines the hierarchical order in the organisation and the number of managers an organisation requires (Robbins, 2018). Employees feel discouraged when they do not receive constant feedback as displayed in wide spans, and this can create job dissatisfaction in employees and negatively affect their commitment to the organisation (Olubayo, 2015).

#### **2.3.4 Organizational Communication**

Organisational communication is the exchange of information and instructions, both formal and informal, between management and employees within an organisation that facilitates organisations to function effectively (Balakrishnan & Masthan, 2013; Mutua *et al.*, 2020). Organisational communication is fundamental to the success of any organisation (Kakakhel *et al.*, 2015). It is said to be the lifeblood of any organisation, as interchange of information takes place on a day-to-day basis (Abugre, 2011). It spreads to the information to be provided, the channel used and the method the information is passed over. Organisational communication has gained attention in contemporary organisational research due to its significance in employee behaviour. Abok (2013), avers that organisations have embraced modern systems of technological communications for sending and receiving information, which include emails, intranets, circulars, surveys and suggestion boxes. Communication is a social process where the exchange of information and ideas creates positive atmospheres from which

employees draw psychological satisfaction (Ince & Gul, 2011; Postmues, 2017). The commonly used methods of communication include newsletters, branding, notices, memos, journals and bulletins, and websites for a positive image of the organisation (Kakakhel et al., 2015). Positive organisational communication focuses on connecting individual employees, groups and units to achieve organisational objectives.

Organisational communication is essential to all functions of an organisation and permeates all aspects of organisational management, affecting employee outcomes (Khan & Zafar, 2014). Effective communication supports employee commitment to the organisation since employees become aware of organisational expectations (Kakakhel et al., 2015). Communication ensures employees are fully involved in organisational activities, individually and as groups, as a way of enhancing employee commitment and job satisfaction. Effective communication has been linked to positive organisational outcomes: job satisfaction and motivation, lower employee turnover and high commitment, leading to improved organisational performance (Balakrishnan & Masthan, 2013). Organisational communication essentially takes various forms, including internal or external; vertical, lateral and diagonal; and management and operational communication. Employees perform at their best when their duties, roles, rights and obligations are communicated to them and given feedback. Employees also feel part of the organisation when granted the opportunity to channel their opinions to management on issues affecting them (Ince & Gul, 2011). Employee commitment is enhanced when they are aware of organisation's goals, priorities, and the role each one of them is directly responsible for (Khan and Zafar, 2014). Communication improves the relationship between management and staff through consultation and information sharing, which builds trust.

Employees are motivated and satisfied about their jobs if they have a good understanding of the role they play and how these fit into the overall strategy of the organisation (Abugre, 2011). Communication creates conditions that enhance positive employee outcomes (Ince & Gul, 2011; Postmes et al., 2017).

### **2.3.5 Human Resource Management Orientations**

Human Resource Management Orientations, also referred to as HRM practices and high-performance work systems, represent organisational activities aimed at managing the human resource factor to accomplish organisational goals (Huang, 2011; Pfeiffer, 2015). The HRM orientations reinforce the expected attitudes and behaviours of employees, which leads to increased organisational commitment, enhanced efficiency, and greater productivity.

Scholars suggest that bundles of HRM practices can transform an organisation's human resources into a strategic asset and a source of competitive advantage that cannot be imitated or substituted by competitors (Mwita et al., 2024). HRM practices are influenced by both internal and external organisational factors, which also directly or indirectly affect other variables such as employee attitudes and behaviours, employee productivity, and organisational performance (Tiwari & Saxena, 2012). Previous studies point out that organisations implement certain HRM practices that impact employee outcomes to achieve superior results (Sagwa *et al.*, 2015). Efficient management of human resources provides organisations with the type of employee outcomes necessary for the organisation to attain efficiency (Huang, 2011; Nystrom, 2018). Employee commitment is enhanced due to perceived work security and established long-term partnership with the organisation. Employee perceptions of organisational strategy may lead to certain behaviours, expressed through the human resource policies and practices. Organisations select HRM strategies and methods that correspond with the broader organisational strategy to achieve competitive advantage (Park, 2015).

The social exchange theory presumes that human resource management orientations (HRMO) intervene in the relationships between internal organisational capabilities and employee outcomes (Kehoe & Wright, 2013). Proper implementation of HRM practices creates an effective and efficient workforce, in which positive employee outcomes are enhanced (Umar, 2019). Human resource management orientations are defined by two broad opposing dispositions: the soft HRM orientation and the hard HRM orientation (Kidombo et al., 2012). The soft HRM orientation is associated with

the human relations movement, which is also known as the traditional typology of the model, whereas the hard HRM orientation represents a more recent strategic management approach. Recently, the hard HRM typology has been classified as high performance, while the soft HRM orientation is referred to as the high involvement and high commitment model. Hard HRM focusses on the human resources side in terms of low employee participation, limited training, and highly specialised jobs (Ihua, 2014; Mulabe et al., 2013; Sagwa et al., 2016).

The orientation primarily emphasises organisational performance, whereas employee interests are not prioritised (Umar, 2019). The approach views human resources as both a factor of production and a cost of doing business. The choice of HRM orientation depends on the type of organization's strategy. Some organisations prefer to use employee development strategies related to the soft HRM that is associated with positive employee outcomes. Other organisations may favour the buy-acquisition strategy of the hard HRM model for cost reduction and flexibility in headcount (Sagwa *et al.*, 2015). Nevertheless, most organisations seem to practice both hard and soft HRM models. Organisations stand to benefit from linking HRM practices to internal organisational capabilities, regardless of whether they adopt make-or-buy strategies.

### **2.3.6 Employee Outcomes**

Employee outcomes refer to the results or consequences of an employee's work experience, which encompass both attitudinal and behavioural aspects (Armstrong, 2018). They also encompass a range of attitudes and behaviours experienced from employee interactions within the organisation. These behaviours and attitudes can lead to job satisfaction, commitment, intention to leave, cooperation, motivation and organisational citizenship, among others (Newstrong, 2018). Attitudinal outcomes relate to an employee's feelings and perceptions, including job satisfaction and commitment, level of contentment and fulfilment with one's job and work environment. Behavioural outcomes include effort, motivation and work performance, among others. Organisational commitment is the degree of an employee's identification with and involvement in decision-making within an organisation (Kidombo et al., 2012).

Organisational commitment involves a strong belief in and acceptance of the organisation, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation (Odhiambo et al., 2016). Job satisfaction affects both the emotional wellbeing of employees and their psychological health. Job satisfaction is an individual general attitude towards work; an employee with a high level of job satisfaction holds positive attitudes towards the job, while the contrary is true (Robbin, 2018).

Organisational commitment symbolises a link, bond or association between employees and the organisation. Commitment is considered as both an attitude and a behaviour expressed by employees towards organisational objectives (Humley, Coetzee & Tladinyane, 2011). As a behavioural outlook, commitment is considered as a process by which an employee becomes part of the organisation and the resultant behaviour portrayed by the employee within the organisation (Zhou et al., 2014). As an attitude, commitment is classified as a strong acceptance and belief by employees for organisational aims and norms (Ibrahim, 2014).

## **2.4 Empirical Review of Relevant Literature**

This section reviewed studies that were done by other researchers relating to the topic and area under study. Empirical review helps to identify what other researchers found, the research gaps they proposed, finally offering direction on how the current study emerged and was done. Ultimately, the review divulged research gaps that this study addressed.

### **2.4.1 Organizational Strategy and Employee Outcomes**

Several indicators of employee outcomes have been identified and proposed in previous studies. The results elicited divergent views and interpretations (Park, 2015). The aforementioned study investigated the mediating role of perceived organisational support (POS) in the relationship between employee participation and organisational commitment, as well as the moderating role of organisational strategy in these relationships, in selected companies in South Korea. The study established that perceived organisational support mediates the relationship between employee

participation and organisational commitment. The study also found a stronger relationship between participation practices and perceived organisational support. The study offers observations about the significance of a fit between employee outcomes and organisational strategy (Pfeiffer, 2015). The study confirms that employees are more committed to an organisation when they feel that its strategy supports their abilities and innovative efforts.

Phanuel and Darbi (2012), analysed the influence of mission and vision statements on employee behaviour and attitudes in public profit-orientated organisations in Ghana. The study surveyed 120 employees to assess employee state of awareness of the mission and vision statements of their organisations and whether the statements impacted employee behaviour and attitudes. The findings indicated that organisational missions and vision statements had an impact on employee attitudes and behaviours. Most of the employees knew about the existence of mission and vision statements, but awareness of the contents therein and ownership was low. Finally, a study by Koon (2013) assessed the impact of business strategies and HRM practices on employee outcomes in private and public sector organisations in Malaysia.

This study examined the impact of low-cost strategy, service differentiation and product differentiation on employee commitment, job satisfaction, employee involvement and turnover intention. The findings of the study were that HRM practices mediated the relationship between organisational strategy and employee outcomes in both the private and public manufacturing sectors of Malaysia. The implications of the findings were that organisations that treat their employees as a resource instead of a cost positively reflect employee emotional and psychological states, leading to increased employee job satisfaction, commitment, and low turnover intentions.

#### **2.4.2 Organizational Culture and Employee Outcomes**

Empirical literature indicates that organisational culture has immense influence on employee work performance, loyalty and commitment to the organisation (Ahmad, 2012; Kimaku et al., 2019). Culture facilitates cohesion and commitment in organisations through shared values, norms and beliefs. Empirical literature indicates that organisational culture influences employee work performance and commitment to

an organisation (Lok & Crawford, 2004; Nongo & Ikyanyon, 2012; Wangari, 2016; Adewale and Adeniji, 2013; Kotter et al., 2018). Lok and Crawford (2004), examined the effects of organisational culture on employee job satisfaction and organisational commitment in samples of Hong Kong and Australian managers.

Based on the innovative and supportive organisational culture, the study results established a positive effect of organisational culture on job satisfaction and employee commitment to organisations. The effects of organisational culture on employee job satisfaction and commitment were stronger in the Australian sample than in Hong Kong. Nongo and Ikyanyon (2012), examined the effects of corporate culture on employee commitment within small and medium-sized enterprises in Nigeria. The study examined the impact of four corporate culture variables of involvement, consistency, adaptability and mission on employee commitment. The study's results indicated that involvement and adaptability are significantly and positively correlated with employee commitment, whereas consistency and mission do not show a significant relationship with employee commitment.

The study further found that employee involvement in decision-making and the organisational ability to adapt to changes in the environment positively impacted employee behaviour and commitment to the organisation. The results of the study further revealed that employees feel motivated when they give input and participate, as individuals or teams, in the activities of the organisation. The results also indicated that encouraging employee opinions in decision-making, teamwork, and innovation led to increased commitment from employees to the organisation.

Adewale and Adeniji (2013), analysed the relationship between organisational culture and HRM practices and how this impacted employee outcomes among employees in two privately owned universities in Nigeria. The findings of the study pointed to a significant positive relationship between organisational values and beliefs and HRM practices. The study's results further revealed that integrating cultural values and beliefs with HRM practices in the organisation led to positive outcomes for employees. A different study by Adewale & Anthonia (2013), evaluated the impact of organisational culture on human resource development practices at selected private

universities in Nigeria. The results of the study indicated that there existed a significant and positive relationship between organisational culture and human resource management practices. The study further establishes that organisational culture has a positive influence on employee motivation, morale, productivity, and work efficiency.

### **2.4.3 Organizational Structure and Employee Outcomes**

Past research indicates that organisational structure can affect employee attitudes and behaviour, organisational citizen behaviour, higher job satisfaction and higher job performance and commitment (Tran & Tian, 2013). This suggests that companies aiming to enhance productivity should consider implementing structures that promote collaboration and open communication. By fostering an environment where employees feel valued and engaged, organisations can potentially reap the benefits of increased performance and loyalty (Omwenga et al., 2017). Additionally, investing in training and development programmes can further empower employees, equipping them with the skills needed to thrive within such structures.

Ultimately, a focus on both structure and employee well-being can lead to a more dynamic and resilient workforce. A study by Krasman (2014), examined the effect of organisational structure on employee trust among employees in selected industries in Canada. The study results determined that a formalised organisational structure and routinisation (standardised) organisational structure were positively related to employee trust.

A centralised organisational structure (hierarchy of authority) was negatively related to employee trust, while the span of control and decision-making were not significantly related to employee outcomes. Ibrahim (2014) explored the impact of organisational structure on employee commitment in public and private sector firms in Jordan. The study results revealed that all structure dimensions were significantly and positively related to organisational commitment. Formalisation was determined to bear the highest correlation with organisational commitment. The study also established that a centralised structure was not significantly correlated to organisational commitment. Olubayo (2015) conducted a survey to examine the effects of organisational structure on job satisfaction in selected banks in Lagos, Nigeria. The findings from the survey

indicated a significant correlation between organisational structure and various components of job satisfaction, particularly dominance, achievement, and autonomy. Furthermore, the results revealed that formalised and decentralised organisational structures were linked to higher levels of job satisfaction and commitment.

#### **2.4.4. Organizational Communication and Employee Outcomes**

Empirical evidence suggests that communication generates suitable conditions for positive employee outcomes. Previous scholars have cited communication as a significant antecedent to job satisfaction and employee commitment to organisation (Ochieng' et al., 2017). Organisational communication is said to influence how people feel about their jobs and the organisation (Abugre, 2011). Effective communication by top management, supervisors and subordinates is strongly and positively correlated to organisational commitment in contrast to the communication between peers and colleagues.

Respectively, vertical communication is rated highly in relation to commitment since it helps define what the organisation stands for, making it easier for employees to identify themselves with the organisation as an entity. Khan and Zafar (2014) analysed the impact of organisational communication on organisational commitment in banking organisations in Pakistan. Their study found a significant positive correlation between organisational communication and organisational commitment.

The findings further revealed that horizontal communication created a socio-emotional condition which enhanced employee attachment and cohesiveness to the organisation. Job satisfaction increased with clarity of communication on job roles, responsibilities and feedback on performance. Kakakhel *et al.* (2015) assessed the impact of organisational communication on job satisfaction and commitment in private sector organisations in Pakistan. The study findings were that organisational communication had a direct and positive correlation with organisational commitment and job satisfaction. The study findings further concluded that the quality and accuracy of communication between management and employees increased the level of employee commitment to the organisation. The study results also found out that employee commitment increased when employees communicated directly with top-level

management. On employee job satisfaction, the study findings established that employee job satisfaction increased when employees were given information about their roles, responsibilities and work performance.

The study results further revealed that effective communication between supervisors and employees increased employee job satisfaction. Abugre (2011), assessed the impact of organisational communication on employee job satisfaction in Ghanaian formal sector organisations. The results of the study indicated that organisational communication had a significant positive relationship with employee job satisfaction. The study results established that organisational communication had a positive impact on employee work performance. The study results also revealed that good communication with leaders had a positive effect on employee job satisfaction. Postmes, Tanis and De Wit (2017), evaluated the effect of organisational communication on employee commitment in public organisations in the Netherlands.

The findings of the study were that organisational communication had a significant and positive correlation with employee commitment. The findings further showed that vertical communication between employees and management enhanced employee commitment more than horizontal communication, which involved an employee and colleagues.

#### **2.4.5 Internal Organization Capabilities, Human Resource Management Orientations and Employee Outcomes**

Job satisfaction and organisational commitment are key indicators of employees' intentions to leave, their absenteeism rates, and their overall contributions to the organisation (Armstrong et al., 2018). Researchers have identified various antecedents of job satisfaction and organisational commitment, including organisational strategy, organisational culture, organisational structure and organisational communication (Musyoka et al., 2023; Kubai et al., 2021; & Omwenga et al., 2017). Though employees respond to changes in the environment, it is through internal organisational capabilities and human resource management practices that organisations influence the required behaviours in employees (Kehoe & Wright, 2013; Mwita et al., 2024). Sagwa et al., (2015) assessed the effect of human resource management policies

(HRMP) on employee outcomes in firms listed on the Nairobi Securities Exchange (NSE). The study examined the effect of employee empowerment, employee competence and employee commitment on firms listed on the (NSE).

The results of the study confirmed that HRMP had a significant and positive effect on employee outcomes. Another study by Bashir *et al.* (2011), analysed the relation between high-performing work systems (HPWS) and organisational commitment in twenty-two (22) public universities in Pakistan. The study further sought to examine the role of gender, age, nature of work contract and job experience on the relationship between HPWS and employee outcomes. The study results indicated that HPWS had a significantly positive effect on organisational commitment. The study also established that there was no significant relationship between gender and organisational commitment.

Employees on permanent terms of employment showed a higher correlation with organisational commitment than those serving on temporary terms of employment. Kidombo *et al.* (2012), examined the relationship between soft and hard management orientations and the three components of commitment comprising affective commitment, continuance commitment and normative commitment in large manufacturing firms in Kenya.

The study found and established that both hard and soft HR management orientations had a significant, strong and positive contribution to organisational performance. The perceived implication of HRM practices as a reflection of organisational values influenced employee job satisfaction and commitment to the organisation. Mulabe (2013), established a positive and statistically significant relationship between human resource strategic orientations and employee outcomes in state corporations in Kenya. Elsewhere, Bal, Bozkurt & Ertemsir (2014), sought to establish the relationship between HRM practices and employee commitment in the private sector companies in Turkey. The findings of the study indicated that HRM practices increased employee commitment and efficiency through employee motivation. The study further found out that certain HRM practices increased employee outcomes. Mbugua *et al.*, (2015)

undertook a study on the influence of human resource management practices (HRMP) on employee outcomes in commercial banks in Kenya.

The study examined the influence of recruitment and selection, training practices and performance management on employee retention and the intervening role of organisational commitment on the relationship in commercial banks in Kenya. Using a census technique to collect data from 44 commercial banks in Kenya, establishing that commercial banks would retain employees by implementing HRM practices. The study also established HRMP had a significant effect on organisational commitment and employee retention. This implies that HRMP has direct influence on employee outcomes; hence, it could mediate the relationship between internal organisation capabilities and employee outcomes as envisioned in the current study.

## **2.5 Critique of Existing Literature Relevant to the Study**

The literature reviewed offers key insights into the relationship between internal organisational capabilities, HRM orientations and employee outcomes. The empirical literature reviewed cuts across multiple contexts, both public and private sectors: The Middle East, Asia, Europe and Africa. While the studies offer the importance of HR practices and HRM orientations, there are several notable limitations that justify the need for the current study. First, there are contextual limitations in most of the studies reviewed because they were conducted outside Kenya and in the private sector organisations. Any study outside Africa bears social, cultural, and economic conditions which are largely different and possibly bearing effect on the study. Even where studies were conducted in the public sector, geographical demarcations also tend to also affect regulatory landscapes, hence operational differences.

Secondly, the reviewed literature had methodological inconsistencies, whereby some studies used quantitative and others qualitative methods. Most of the studies were limited to establishing direct relationships without a mediating variable. Some of the studies relied on perceptions rather than objective employee outcomes or their indicators, which often limits the robustness of a study's conclusion. Further, some studies deployed small sample sizes or limited sampling frames, which affects the generalisability of their findings.

While many studies examined individual internal organisational capabilities, few adopted a bundled or integrative approach to the internal organisation capabilities whose synergistic value can produce impactful results. Moreover, the mediating role of HRM orientations has not been explored under the current study endeavour. This presents a critical theoretical and empirical gap that the current study sought to solve. In light of these observations, the current study offers a significant contribution by focusing on bundled internal organisational capabilities rather than isolated ones.

Thirdly, the study utilises inferential statistical methods for stronger empirical claims in testing the mediating role of HRM orientations (which have always been studied as an independent variable) on the relationship between internal organisation capabilities and employee outcomes in Kenya's civil service. Undoubtedly, employee outcomes have always been submerged under organisational performance, yet in HRM, they are a key outcome of the entire people management endeavour. Past empirical studies explored relationships between individual organisational capabilities and employee outcomes. Notably, the studies considered a direct link between internal organisational capabilities and employee outcomes. Further, extant literature on employee outcomes assessed segmented constructs of employee outcomes, including employee empowerment, employee competence, employee turnover and organisational citizenship. Job satisfaction and employee commitment were not pooled into the aforementioned set of factors. This study has made an effort to capture job satisfaction and employee commitment as indicators of employee outcomes, as discerned in the reviewed literature.

The study also found that employee outcomes were primarily utilised as moderating, intervening, or mediating variables. There is a gap in studies that consider employee outcomes as dependent variables. Scholarly work on the study's variables regionally and locally focused on the private sector, large manufacturing firms and the multinational companies (Mulabe, 2009; Nongo and Ikyanyon, 2012; Kidombo et al., 2012; Jam et al., 2017; Mwita et al., 2024; Musyoka et al., 2024). There is therefore limited or scant research directed to the civil service, as is the case for the current study.

Based on the foregoing critique, conclusive evidence has not been drawn on the relationship between internal organisational factors and employee outcomes in the Civil Service in Kenya. Sound enquiry is required on the role of human resource management orientation in the relationship between internal organisational capabilities and employee outcomes in Kenya's Civil Service.

## **2.6 Research Gaps**

The reviewed literature extensively linked aspects of internal organisational capabilities and human resource management practices to positive organisational performance across multiple organisational landscapes (Mulabe et al., 2013; Sagwa et al., 2015; Mutua et al., 2018). These studies dwelt more on segmented aspects of internal organisational factors and HRM practices in contrast to the bundled approach, which is favoured in contemporary HRM literature and research (Mwita et al., 2024). A review of literature relevant to this study indicates that there are studies done globally and regionally linking employee outcomes to organisational factors. Empirical studies on organisational strategies seemed adequate in the Western world, as evidenced by studies done by Kehoe & Wright (2013), Park (2015), and Brakaj, Kurne & Cipi (2015). Moreover, studies on employee outcomes and organisational strategies have also been done in Asian and Middle Eastern nations (Koon, 2013).

In Africa, studies on organisational strategies have predominantly been conducted in Nigeria and Ghana. Phaniel and Darbi (2012), assessed the influence of mission and vision statements on employee behaviour and attitudes in public profit-orientated organisations in Ghana. Locally, a study by Waiganjo, Mukulu & Kahiri (2012), examined the effect of organisational strategies in Kenya's corporate sector. Regionally, a study by Nongo and Ikyanyon (2012), focused on small and medium-sized enterprises in Nigeria. Adewale and Adeniji (2013), focused on the effect of culture in two privately owned universities in Nigeria, while another study by Adewale and Antonia (2012) focused on public sector universities in Nigeria. In Kenya, Nganga and Nyogesa (2012), studied educational institutions, while Wambugu (2014) did a study on the energy sector (Kipevu power plant) in Kenya.

Although these studies were centred on the civil service in Kenya, they researched single aspects of organisational factors. The current study was motivated by a need to build scholarly works that are embedded in the context of civil service, as well as to engage with emerging trends in HRM research streams where a bundled approach to HRM solutions is currently seen as more value-adding than not.

Further, the study sought to fill the accruing gaps by creating locally motivated data; position employee outcomes as a key area of discourse for HR practitioners and researchers; and test the mediating role of HRM orientations. In conclusion, the current study sought to establish the role of human resource management practices in the relationship between organisational factors and employee outcomes in Kenya's Civil Service.

## **2.7 Summary of the Literature Review**

The literature reviewed underscores and appreciates the importance of internal organisational capabilities and human resource management practices in an organization's performance (Gerhart & Feng, 2021). These elements not only contribute to operational efficiency but also foster a culture of innovation and adaptability that enables organisations to navigate complex market dynamics effectively. Consequently, the alignment of these capabilities with strategic objectives is essential for sustained competitive advantage. The RVT is considered the foundation of various HR studies, which seek to explain how firms can use internal human resources to gain a competitive advantage and improve organisational performance (Vasudevan, 2021). This study also sought the guidance of three other theories, whose role was to emphasise the importance of an enabling environment in the nature of HRM orientations to enable work settings which in turn facilitate positive employee outcomes (Barrick & Parks-Leduc, 2019; Holdford, 2018).

Additionally, the theoretical underpinnings facilitated the development of a conceptual model that illustrates the linkages and relationships among the independent variables, moderating variable, and dependent variable. On the basis of the derived model, the research problem was analysed. A robust empirical literature relevant to the study variables was reviewed, its critique undertaken and accruing research gaps discussed.

The findings indicate that addressing these gaps is crucial for enhancing organisational effectiveness. Consequently, future research should focus on longitudinal studies to better understand the long-term impacts of these variables on employee satisfaction and productivity. Such investigations will offer greater clarity about the dynamic relationships at play and may uncover additional factors influencing these outcomes. By adopting a more comprehensive approach, organisations can develop targeted strategies that not only improve employee engagement but also boost overall performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This study examines the impact of specific internal organisational capabilities on employee outcomes, as well as the mediating role of human resource management orientations in the relationship between these capabilities and employee outcomes within the civil service ministries and departments in Kenya. The chapter addresses the research design, target population, sampling techniques, research instruments, and data collection methods and tools.

#### **3.2 Research Design**

Mishra and Ashoki (2017), opine that research designs provide a comprehensive plan for data collection and analysis. The current study used a cross-sectional descriptive survey design which deploys both quantitative and qualitative approaches. The quantitative dispositions were meant to enlist formality and objectivity and to capture the actual characteristics of the phenomenon under study. Contrastingly, qualitative research involves interpretation of phenomena devoid of numerical measurements or statistical methods. The cross-sectional survey design was selected based on its ability to provide data on many variables, versatile populations or a subject within a limited period of time at a specified time (Kumar, 2011). Cross-sectional design provides in-depth information necessary to test hypotheses and enables collection of data that captures the cause-and-effect interactions among variables at one point in time (Cooper & Schindler, 2014; Saunders et al., 2015). The design also provided descriptive data on the predictor variables: organisational strategy, internal organisational culture, organisational structure, and organisational communication.

Additionally, the cross-sectional survey design facilitated the collection of data on the moderating variable, human resource management orientations, as well as the dependent variable, which included employee outcomes measured by job satisfaction and organisational commitment. This comprehensive approach allowed for a nuanced

understanding of how these factors interrelate, offering insights into the dynamics of employee engagement within the organisation (Serakan, 2016). Consequently, the findings could inform strategic decisions aimed at enhancing both job satisfaction and commitment among staff. The qualitative approach gave in-depth information from Kenya's Civil Service Ministries and State Departments on the influence of internal organisational capabilities on employee outcomes. The quantitative approach was used to describe the study variables and to measure the hypothesised relationship between the selected internal organisational factors and employee outcomes. The results highlight the importance of fostering a supportive work environment and effective communication channels. By leveraging these insights, the organisation can implement targeted interventions that not only boost morale but also enhance overall performance and productivity.

### **3.2.1 Research Philosophy**

Research philosophy relates to a system of beliefs and assumptions about how knowledge is generated and transmitted (Žukauskas et al., 2018). The current study deployed the positivist research philosophy, which assumes that knowledge and reality are free from human conception and construction. The positivist approach relies on the hypothetico-deductive method to verify a priori hypotheses and predict the future (Park et al., 2020). From a philosophical position, positivism advocates for quantitative methodologies because they view reality as fixed and measurable. Positivists also use predetermined hypotheses, while interpretivists believe that reality is flexible and socially construed depending on the applying contexts (Cooper et al., 2014). The current study was persuaded to deploy a positivism in order to explore in-depth disposition of the study variables (Chauvette et al., 2019).

Correspondingly, the use of a positivist approach necessitated the adoption of a cause-and-effect relationship of the variables of the study (Mahajan, 2020; Pandey & Pandey, 2015). This approach enables researchers to establish clear, quantifiable relationships that can lead to generalisable findings. By focusing on statistical analysis and objective measurement, the study aims to contribute valuable insights that align with the principles of positivism.

### **3.3 Target Population**

According to Saunders et al. (2015), "target population" refers to the specific population that a study aims to generalise its results to. A population has also been described by Kothari (2017) as a group of people, elements or households under observation for generalisations based on the results of a study. The National Government's ministries and departments, as outlined in Kenya's 2010 constitution, served as the study's target population. This population consisted of 52,290 civil servants serving at the senior, middle, and technical levels in all the national government ministries and state departments located within Nairobi, which is the headquarters. The rationale for choosing employees at these levels was informed by their standing as being accountable or responsible for decision-making and policy implementation in their ministries. The study deemed this population to be a good representation of all civil service employees. It was expected that the findings from this group to offer valuable insights into the effectiveness of various policies and practices within the civil service. By analysing their experiences and perspectives, the study aims to identify areas for improvement and enhance overall governance in the public sector.

Employees at Job Group "J/K/L" are the technical cadre, those at Job Group "P/Q/R" are in the middle-level cadre, while those at Job Groups S and T are in the senior management levels. Job Group "J" is the minimum degree entry point for degree holders, who eventually progress in ranks up to Job Group "T". Officers at the said grades and/or levels are mainly stationed in Nairobi.

The officers outside Nairobi are usually limited and scattered in a wide geographical area, across various counties in Kenya. Employees at the technical, middle and senior management levels are charged or tasked with higher responsibilities of policy formulation and interpretation. These officers usually bear a good grasp of the study variables and, as such, were found to be the best-suited respondents for the current study. A list of the ministries and state departments as obtained from the Public Service Commission (PSC) and the Government Human Resource Information System (GHRIS, 2021) website is provided in table 3.1.

**Table 3.1: Target Population**

<b>Ministry</b>	<b>Number of Departments</b>	<b>Total Population (No. of employees in Job Group J-T)</b>
Agriculture	3	<b>2,453</b>
Justice	2	<b>1,058</b>
Public Service	11	<b>27,392</b>
Education	3	<b>6,516</b>
Transport	4	<b>7,605</b>
Water and Natural Resources	3	<b>2,615</b>
Information	2	<b>463</b>
Culture	2	<b>497</b>
Energy and Petroleum	2	<b>459</b>
Labour	3	<b>2,183</b>
Industry and Trade	3	<b>1,049</b>
<b>Total</b>	<b>38</b>	<b>52,290</b>

**Source:** Government Human Resource Information System (GHRIS, 2021)

### **3.4 Sampling Frame**

A sampling frame is a list of all items from which a representative sample of the study is drawn (Kölln et al., 2019). It is also the physical representation of the target population, comprising of all units that are potential members of the sample. The sampling frame of this study comprised of all the Ministries and State Departments in the Civil Service in Kenya. Executive Order No.1 of June 2018 notified and provided a total of thirty-nine (39) Ministries and State Departments, based on their various or distinct mandate and functions.

The said ministries and state departments cut across the sectors of Public Service, Education, Justice, Transport, Agriculture, Water and Natural Resources, Information, Culture, Energy and Petroleum, Labour, Trade and Industry (Government Printer, 2016). A list of the 39 Ministries and State Departments is presented in appendix V. The goal of establishing these ministries is to improve the efficiency and effectiveness of Kenya's governance. Each ministry is tasked with specific responsibilities to ensure the country's development and adherence to its strategic objectives. This structured approach facilitates streamlined decision-making and promotes accountability within

each sector. By delineating roles and responsibilities, the government can better address the needs of its citizens and foster sustainable growth across various domains. A list of the 39 Ministries and State Departments is presented in appendix V.

### **3.4.1 Sampling Technique**

Sampling is the selection of a smaller set of a population for purposes of narrowing down the data collection process. Sampling techniques can either be probability or non-probability, as long as they ensure that the units selected for the sample have all the characteristics of the entire population of study (Pandey et al., 2015). This study adopted a stratified random sampling technique to attain the required sample representation from the subgroups in the ministries and state departments. The stratified random sampling technique is said to ensure that subjects are selected in such a way that the existing subgroups in the population are replicated in the sample and/or given a fair chance (Ravitch et al., 2017). The process of stratification ensures that each stratum is represented in the sample. There were eleven strata, which were divided into heterogeneous subgroups within the service sectors of agriculture, public service, justice, education, transport, water and natural resources, information, culture, energy and petroleum, labour, trade and industry.

Previous studies by Ibrahim (2014), and Kidombo et al., (2012), used the stratified sampling technique in similar studies, and it was found to be suitable. This method not only enhances the representativeness of the sample but also allows for more nuanced analyses of each subgroup's characteristics and needs. As a result, researchers can draw more precise conclusions that can inform policy and practice across various sectors.

### **3.4.2 Sample Size**

Ideally, it is difficult for researchers to include all the elements of the population in a study due to related constraints, such as time, money, and human resources. Researchers usually tend to use representative elements from the target population called a sample, whereupon the process of obtaining the sample is called sampling (Bhardwaj, 2019). Zikmund (2016), suggested a formula to determine the study sample size. This formula takes into account various factors, including the desired confidence

level and margin of error, to ensure that the sample accurately reflects the broader population. By carefully selecting the sample size, researchers can enhance the validity of their findings and draw more reliable conclusions from their studies. Additionally, understanding the implications of sample selection is crucial, as a poorly chosen sample can lead to biased results and misinterpretations. Therefore, researchers must consider not only the quantitative aspects of sampling but also the qualitative characteristics that may influence the outcomes of their research. Zikmund (2016), thus provided the following formula:

$$n = \frac{Z^2 pq}{E^2}$$

Where;

n= number of items in the sample (when the target population is greater than 10,000)  
 $Z^2$ = square of the confidence level in standard error units which is 95% (standard value of 1.96)

P= estimated proportion of successes (which will be 0.5 in this study).

q= 1 – p, the estimated proportion of failures (which is 0.5).

$E^2$  = square of the maximum allowance for error between the true proportion and the sample proportion required. (In this case =5 %).

Applying the adopted formula, the sample size was calculated as;

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$= 384 \text{ respondents}$$

To obtain the same representation from each stratum, a proportionate percentage was calculated by considering the size of each stratum as a percentage of the total population. The percentage of each stratum was then multiplied by 384 to get a representative proportionate sample from each stratum. This number (384) reduced to 365 since 19 respondents from the total sample size were used at the piloting stage and/or study.

The eleven (11) subgroups of civil service ministries and state departments (strata), along with the corresponding sample sizes, were carefully analysed to ensure that the final sample accurately reflected the diversity within the population. This methodical approach not only enhanced the reliability of the data collected but also ensured that each subgroup was adequately represented in the overall findings. The foregoing is presented in table 3.2.

**Table 3.2: Sample Size of Respondents**

<b>Sector</b>	<b>Departments</b>	<b>Total Population</b>	<b>Representatives of Stratum (%)</b>	<b>Sample Size</b>
1. Agriculture	3	2,453	5	17
2. Justice	2	1,058	2	7
3. Public Service	11	27,392	52	191
4. Education	3	6,516	12	45
5. Transport	4	7,605	15	53
6. Water & Natural Resources	3	2,615	5	18
7. Information	2	463	1	3
8. Culture	2	497	1	3
9. Energy & Petroleum	2	459	1	3
10. Labour	3	2,183	4	15
10. Trade & Industry	3	1,049	2	7
<b>Total</b>	<b>38</b>	<b>52290</b>	<b>1 00</b>	<b>365</b>

**Source:** Government Human Resource Information System (GHRIS, 2017)

### 3.5 Data Collection Instruments

Cooper et al. (2014), postulate that data collection tools are the techniques used to gather data for a particular study, such as questionnaires. The current study collected both primary and secondary data, whereupon primary data was collected using a semi structured survey questionnaire. The standardised questionnaire was designed in such a way that all the study variables were covered. The questionnaire method was chosen based on the large number of the sampled respondents. The survey questions were linked directly to research objectives, which provided the necessary data for hypothesis testing.

Structured questionnaires also generate quantitative data with the advantage of being less demanding due to standardisation, time efficiency and cost-effectiveness. The structured questionnaire items comprised question items on a 5-point type Likert scale, where 5 represents 'strongly agree', 4 was 'agree', 3 was 'neutral', 2 was 'disagree' and 1 was 'strongly disagree' in order to derive comparative interval data.

A letter of authority to collect data was acquired from the university as well as from the national body authorising data collection – the National Council for Science and Technology of Kenya. Drop and pick methods were used to distribute questionnaires to heads or deputy heads of human resource management in ministries and state departments, with enough copies to share out with the rest of the respondents. Each questionnaire was accompanied by an introduction letter addressed to the respondents and a register for indicating that they were received. Follow-ups were done via phone calls to the heads of human resources as a reminder to submit the filled questionnaires. The said data collection instrument is provided in Appendix II. Two research assistants were engaged in the distribution and collection of data.

Previous studies (Odhiambo et al., 2016; Wangari et al., 2016; Prasetya, 2017; Mwita et al., 2024), used a survey questionnaire method and found it suitable for data collection in similar studies. The study's secondary data was obtained from a review of sector reports and publications found from the ministries and state departments. Such documentation included strategic plans, citizen service charters, organisation structures, human resource policies and procedure manuals, and customer and employee satisfaction survey reports. Further, secondary data was also obtained from the website of the ministry's state departments. This comprehensive approach ensured a well-rounded understanding of the subject matter, allowing for a more robust analysis of the findings (Nzulwa et al., 2014; Alusa et al., 2015; Buberwa et al., 2024). By triangulating data from various sources, the research was able to present a clearer picture of the prevailing trends and issues within the sector as well as the phenomenon under study.

### **3.5.1 Reliability of the Research Instrument**

Ideally, reliability is the capacity of a research instrument to provide consistent results

over time or give similar results when applied at different times (Sürücü & Maslakçı, 2020; Taherdoost, 2016)). Reliability concerns itself with the consistency of research instruments under similar conditions. The Cronbach's Alpha coefficient statistic is given as one of the best measures of reliability.

The reliability statistic is assessed on a similar scale as the person's moment correlation coefficient, which ranges from 0 to 1. Internal consistency is said to be at its peak when close to 1. Kumar (2011), explains that the goal of reliability testing is to minimise the errors and biases of data collection instruments. The acceptable interpretation of reliability is shown in table 3.3. The results of reliability tests are provided in chapter 4 of this document.

**Table 3.3: Rules for Reliability Test**

<b>Cronbach Alpha</b>	<b>Remark</b>
$\geq 0.9$	Excellent
$0.7 \leq \alpha \leq 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

### **3.5.2 Validity of the Research Instrument**

Validity depicts the extent to which a concept is accurately measured in a quantitative study as well as the relevance of interpretations insofar as the method measures what it was intended to measure (Vakili & Jahangiri, 2018; Nzulwa et al., 2024). A study with high validity produces results that correspond to real characteristics of the study phenomenon in the physical or social world, hence social agreement. This study sought to enlist three forms of validity, namely content validity, construct validity and face validity. Construct validity assesses the degree to which an instrument is consistent with existing theories and whether scores used are correctly transformed from existing theories and empirical works (Mohajan, 2017; Buberwa et al., 2024).

This study sought to align itself with relevant literature in order to derive effective testing of its variables. Further, factor analysis, whose findings are presented in chapter four of this document, was undertaken. Content validity, which shows the extent to which an empirical measure reflects a specific domain of content (Mohajan, 2017; Shrotryia & Dhanda, 2019).

The study involved a group of experts in human resource management to examine the research instrument prior to data collection, upon which their valuable insights were incorporated in the improved instruments. Criterion validity seeks to correlate test results with other criteria of interest (Burns et al., 2017). Criterion validity was obtained by involving empirically sound parameters which were previously used by scholars in similar studies. Face validity deals with the degree to which a measure appears to be related to a specific construct and is determined through feasibility, readability, consistency of style and formatting in a questionnaire (Taherdoost, 2016). The foregoing was actualised through piloting and thereafter incorporating ensuing improvements on the questionnaire. This iterative process enhanced the quality of the instrument and ensured that it effectively captured the intended constructs. Ultimately, these rigorous validation steps contributed to the overall reliability and trustworthiness of the research findings.

### **3.6 Diagnostic Tests**

Diagnostic tests were conducted to assess the normality, multicollinearity, homoscedasticity and heteroscedasticity assumptions of the study. Other tests carried out included sample adequacy tests, outlier tests, and collinearity and linearity assumptions. The results of these tests provided valuable insights into the data's characteristics, ensuring that subsequent analyses would yield reliable and valid conclusions. Furthermore, addressing these assumptions allowed for a more robust interpretation of the relationships between the variables under investigation. The results are captured in chapter four.

### **3.6.1 Tests for Multicollinearity**

Multicollinearity exists in situations where there are higher levels of inter-correlation among two or more predictor variables, in a way that makes it difficult to separate the effect of the explanatory variables (Garson, 2012). Multicollinearity results into an increase in the size of standard errors and the coefficient of determination ( $R^2$ ). There is no single measure of multicollinearity since its nature and degree are not known. In this case, a rule of thumb is used, to check evidence on existence of multicollinearity (Zikmund, 2016).

This study adopted the Variance Inflation Factor model (VIF).  $V = 1 / (1 - R^2)$ . whereas the R- square increases, the variable and standard error of both  $B_2$  and  $B_3$  increase as well. An interconnection among independent variables above ten ( $VIF \geq 10$ ) signify a possibility of a multicollinearity problem while the threshold tolerance statistic values below 0.1 indicates a serious problem and a measure below 0.2 indicates a potential problem.

### **3.6.2 Normality Testing**

Many statistical procedures assume a normal distribution, which is symmetrical and has a mean of zero (0) and a standard deviation of 1 (Garson 2012). The current study used a quantile-quantile (Q-Q) plot to correct situations where the data was assumed to be non-normally distributed. The Q-Q plot compares the quantiles of a variable's distribution to the quantiles of a theoretical normal distribution, and if the plotted points fall along the reference line, the data is considered normally distributed. Additionally, skewness and kurtosis can also be used to assess the normality of the data. Skewness measures how much a distribution deviates from symmetry, while kurtosis measures the peak-ness of the distribution (Hair, Black, Babin & Anderson, 2010). Data sets that are highly skewed or peaked are said not to be normally distributed.

Lastly, the Kolmogorov-Smirnov test and the Shapiro-Wilk test were used to test the normality of the data sets. These statistical tests provide a rigorous framework for determining whether the assumptions of normality hold true for the data in question.

If the results indicate a significant deviation from normality, researchers may need to consider alternative statistical methods that do not rely on this assumption.

### **3.6.3 Linearity Tests**

Linearity tests determine the relationship between independent and dependent variables to determine the goodness of fit of the regression line (Creswell, 2014). Good research is reflected by a linear relationship. The linearity in this study was tested using correlation analysis. As a rule of thumb, if the R-square value is above 0.5, then the relationship between the response variable and the explanatory variable is viewed as linear. In addition to that, if the value of significance of output is greater than 0.05, then the relationships between the independent and dependent variables are said to be linearly dependent. However, it is important to remember that linearity is just one aspect of the data analysis process.

Researchers should also explore other statistical methods to ensure a comprehensive understanding of the relationships among variables. This exploration may include non-linear models, interaction effects, or even the use of machine learning techniques. By diversifying their analytical approach, researchers can uncover more nuanced insights that may not be apparent through linear analysis alone. The results of this test are captured in chapter four.

### **3.6.4 Homoscedasticity and Heteroscedasticity Tests**

Homoscedasticity is a central test in the regression model which tests the normality of the distribution of the error terms. In cases where the variance does not remain constant, the implication is that there is a problem of heteroscedasticity, a scenario which occurs when the variance is not constant. The absence of homoscedasticity indicates that the relationship under investigation is not the same for the entire range of the dependent variable.

It may also lead to higher errors (residuals) for some parts of the investigation as compared to others (Creswell et al., 2014). Homoscedasticity in a statistical test implies that the regression model is well defined and provides a good explanation of

the behaviour of the dependent variable. When homoscedasticity is met, residuals form a shapeless cloud of dots; hence, the goodness of fit is appropriately estimated. Heteroscedasticity is the opposite of homoscedasticity, and it happens when the standard errors of a variable (residual errors) are not linear in nature. Heteroscedasticity refers to the dependence of the error variance, or the scattering of errors within an independent variable in a sample.

Homoscedasticity in the current study was tested using the Breusch-Pagan Test (1980) to determine whether the variance of the errors from the regression model was dependent on the values of the independent variables (Gujarati & Porter, 2010). The results of the Breusch-Pagan test provided insights into the validity of the regression model. If heteroscedasticity is present, it can lead to inefficiencies in the estimates, ultimately affecting the reliability of the statistical inferences drawn from the study.

### **3.6.5. Sample Adequacy Test**

The sample adequacy was assessed using the Kaiser-Meyer-Olkin (KMO) test. For factor analysis to be deemed satisfactory, the sampling adequacy should exceed 0.5. A general guideline suggests that researchers aim for 10 to 15 participants per variable. Conducting a factor analysis is considered inappropriate if the sample size is less than 50 (Field, 2009). Kaiser (1974), indicates that a KMO value of 0.5 is the minimum acceptable threshold; values ranging from 0.7 to 0.8 are regarded as acceptable, while values above 0.9 are seen as excellent. Furthermore, it is essential to ensure that the variables included in the analysis are correlated to some degree, as this enhances the interpretability and usefulness of the factor solution. Researchers should also consider the theoretical foundation of the variables to justify the relationships identified through the analysis.

### **3.6.6 Outliers Test**

An outlier may be described as any observation that is far from the rest of the other observations. The presence of an outlier in any given data can make the data not assume a normality condition. Outliers in a test are an indication of a measurement error and a distribution that has not attained normality (Gujarati & Porter, 2010). To

achieve normality, it was vital to test for outliers and remove them if found. This process enhances the accuracy of the analysis and ensures that the statistical tests applied yield valid results. Consequently, employing methods such as the Z-score or the IQR method can effectively identify and manage these outliers.

### **3.6.7 Test for Autocorrelation**

It was necessary to consider the fact that residual terms are not related with each other (lack of serial correlation) in the regression model. This is one of the assumptions which should be examined when considering regression models.

Autocorrelation was tested and checked using the Durbin-Watson test. Durbin-Watson tests are mainly used to confirm whether the adjacent residuals are correlated. The Durbin-Watson estimator is expressed as:

$$d_w = \frac{\sum_{i=1}^n (e_i - e_{i-1})^2}{\sum_{i=1}^n e_i^2}$$

Durbin-Watson values of 2 signify the absence of serial correlation, values exceeding 2 denote a negative correlation among adjacent residuals, and values below 2 indicate a positive correlation (Field, 2009). Durbin-Watson statistical values below 1 or above 3 warrant concern.

## **3.7 Data Analysis and Presentation**

The data analysis process aimed to convert raw data into significant information. The initial phase of data analysis involved data validation, which sought to ascertain whether the data collection process adhered to established standards (Cooper et al., 2014).

The second step involved data editing, which guaranteed that no entries were incorrectly filled or inadvertently omitted. The third and most crucial step was data coding, which involves categorising and assigning values to survey responses. The collected data was examined using descriptive content analysis and inferential statistics, employing a regression model to assess the relationship between the

independent variable (X) and the dependent variable (Y) in order to identify the optimal fit for the proposed hypotheses. The Statistical Package for Social Sciences (SPSS) version 22 facilitated the analysis, yielding a significant distribution of scores through statistical measures such as mean, standard deviation, central tendencies, dispersion, and distribution (Kothari, 2017).

The results demonstrated a significant correlation between the variables, indicating that the independent variable substantially influences the measured outcomes. These findings enhance the comprehension of the relationship and may guide future research endeavours in this domain. This study aimed to investigate the correlation between selected internal organisational capabilities: organisational strategy, culture, structure, and communication as independent variables, and employee outcomes. The study aimed to evaluate the influence of human resource management orientations on the relationship between selected internal organisational capabilities and employee outcomes. The models utilised in this study are presented below;

$$Y_s = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \varepsilon \dots\dots\dots (i)$$

$$Y_s = \beta_0 + B_1X_1 * M + B_2X_2 * M + B_3X_3 * M + B_4X_4 * M + \varepsilon \dots\dots\dots (ii)$$

Y = the dependant variable or response variable (Employee Outcomes)

B<sub>0</sub> B<sub>1</sub> B<sub>2</sub> B<sub>3</sub> and B<sub>4</sub> are Constant terms and Coefficient of Independent Variables or rate of change.

X<sub>1</sub>= (Organizational Strategy)

X<sub>2</sub>= (Organizational Culture

X<sub>3</sub>= (Organizational Structure)

X<sub>4</sub>= (Organizational Communication)

ε = Stochastic Error Term or Residual terms

β<sub>0</sub>, β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, and β<sub>4</sub> = the regression coefficients and e=error term which represents residual or disturbance factors or values that are not captured within the regression model. The model:

**Objective 1:** To analyse the relationship between organizational strategy and employee outcomes in Kenya's Civil Service;  $Y = \beta_0 + \beta_1 X_1 + e$

**Objective 2:** To assess the effect of organizational structure on employee outcomes in Kenya's Civil Service; outcomes;  $Y = \beta_0 + \beta_2 X_2 + e$

**Objective 3:** To establish the effect of organizational culture on employee outcomes in Kenya's Civil Service;  $Y = \beta_0 + \beta_3 X_3 + e$

**Objective 4:** To determine the relationship between organizational communication and employee outcomes in Kenya's Civil Service;  $Y = \beta_0 + \beta_4 X_4 + e$

**Objective 5:** To determine the moderating role of human resource management orientations in the relationship between selected internal organizational capabilities and employee outcomes in Kenya's Civil Service.

### **3.8 Operationalization of Study Variables**

The independent variables include organisational strategy, organisational culture, organisational structure, and organisational communication; each is measured using specific multiple indicators. The dependent variable is employee outcomes operationalised using job satisfaction and employee commitment, while the moderating variable is operationalised through soft and hard HRM orientations. The hypotheses were formulated for each objective and tested using regression analysis.

A consistent decision rule was applied across all analyses: the null hypothesis ( $H_0$ ) would be rejected if the p-values was less than 0.05 which indicates a statistically significant relationship. Table 3.4 presents the study variables, their corresponding indicators, hypotheses, statistical tools, and decision rules.

**Table 3.4: Operationalisation of Variables**

<b>Variables</b>	<b>Indicators</b>	<b>Hypothesis</b>	<b>Statistical Tool</b>	<b>Decision Rule</b>
Organizational Strategy	Cost Reduction Quality Enhancement Innovation strategies	H <sub>01</sub> : There is no significant relationship between Organizational strategy and Employee Outcomes.	Regression Analysis	Reject H <sub>0</sub> if p < 0.05
Organizational Culture	Values & Beliefs Mission & Objectives Supportive Traits	H <sub>02</sub> : There is no significant relationship between Organizational culture and Employee Outcomes.		Regression Analysis R
Organizational Structure	Centralization •Formalization •Span of Control	H <sub>03</sub> : There is no significant relationship between Organizational structure and Employee Outcomes.	Regression Analysis	Reject H <sub>0</sub> if p < 0.05
Organizational Communication	Vertica Horizontal Lateral	H <sub>04</sub> : There is no significant relationship between organizational Communication and Employee Outcomes	Regression Analysis	Reject H <sub>0</sub> if p < 0.05
HRM Orientations	Soft orientations Hard orientations	H <sub>05</sub> : HRM Orientations have a significant mediating role on the relationship between internal organizational capabilities and employee outcomes.	Moderated multiple linear regression	Reject H <sub>0</sub> if p < 0.05
Employee Outcomes	Job satisfaction and Employee commitment	-	-	-

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter presents the findings of the research, encompassing the results of the pilot study as well as the reliability and validity tests. Additionally, the outcomes of the descriptive and inferential statistical analyses are presented and discussed in relation to the specific objectives. These findings reveal significant insights that contribute to our understanding of the research topic. Furthermore, they highlight areas for future investigation and potential applications of the results within the field.

#### 4.2 Response Rate

The sample size for this study was 384. Out of which 19 respondents, were involved in the pilot study and not replaced; hence, the actual study collected data from 365 employees in the Civil Service Ministries and Departments in Kenya. Out of the 365 employees to whom the questionnaires were administered, a total of 190 respondents completed and returned the questionnaires for analysis. The foregoing number translated to a response rate of 52%. Mugenda and Mugenda (2019), advise that a response rate of 50% is sufficient for analysis and reporting. Comparable studies had similar results of response rate; Lok and Crawford (2004) had a response rate of 51%, and Sagwa *et al.* (2015) had 60%, while Kidombo *et al.* (2012) had 60%. This response rate was thus considered acceptable for data analysis and reporting, as well as representative of the total population.

Furthermore, these findings suggest that the survey methodology employed was effective in engaging participants and yielding reliable data. Future research could aim to explore the factors that contribute to variations in response rates across different contexts and populations. A summary of the findings is shown in Table 4.1.

**Table 4.1: Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative</b>
Response	190	52	52
Non-response	175	48	100
<b>Total</b>	<b>365</b>	<b>100</b>	

**4.2.1 Gender of Respondents**

The study sought to assess the distribution of respondents relating to their gender. The respondents were asked to indicate their gender by ticking in the spaces provided either 'male' or 'female'. The outcome presented in table 4.6 shows that fifty-seven percent (57%) of the respondents were male, while forty-three percent (43%) were female.

**Table 4.2: Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<b>Male</b>	108	57	57
<b>Female</b>	82	43	100
<b>Total</b>	<b>190</b>	<b>100</b>	

The findings presented in Table 4.6 indicate that there are slightly more male employees than female employees in supervisory and management positions within Kenya's Civil Service Ministries and Departments. This difference is, however, acceptable according to established labour practices regarding diversity management as well as the 2010 Constitution, which stipulates that no more than two-thirds of either gender should be represented in recruitment and appointments. Furthermore, these results may reflect the actual implementation of human resource management practices within the ministries and departments. Additionally, the findings demonstrate a reasonable balance between male and female employees, suggesting that the civil service operates as an equal opportunity employer.

Consequently, there are indications of fair recruitment and selection, training and development, and appointment and promotion processes. This finding aligns with contemporary human resource practices and global trends that prioritise inclusion and accommodation. Several international organisations, such as the International Monetary Fund (IMF), advocate for equal employment opportunities as a means to

combat gender-based discrimination. It is encouraging to observe that the civil service has embraced these principles; thus, it represents a positive step towards reducing gender disparity in the workplace, particularly within the civil service sector. As far as statistical power is concerned having at least 30 participants in each subgroup makes sample distribution of this study unbiased (Pandey et al., 2015; Frederick, 2021). This shift not only enhances workplace morale but also fosters a more diverse and innovative environment. By actively promoting equality, organisations can harness a broader range of perspectives, ultimately leading to improved decision-making and performance (Wanjohi, 2014; Bayraktar et al., 2017; Musyoka et al., 2023 Buberwa et al., 2024).

#### **4.2.2 Employment Tenure**

The study sought to determine the employment status of respondents, revealing that 95.2% were engaged in permanent positions. The remaining 4.8% were employed under contractual agreements. The significant percentage of employees on permanent contracts indicates that the government predominantly adheres to a lifelong employment model and/or permanent, pensionable term. While the trend positively influences employee tenure and retention, it is crucial to acknowledge that the broader employment landscape has shifted predominantly towards contractual work (Owala et al., 2018; Odhiambo et al., 2016; Nzulwa et al., 2024). The statistic is significant for the study, as it suggests that the substantial number of permanent and pensionable staff provided the researcher with reliable information pertinent to the area of investigation (Omwenga et al., 2017; Mwita et al., 2024). Security of tenure is recognised as a fundamental element of soft HRM orientations and practices that improves employee job satisfaction and organisational commitment (Buberwa et al., 2024).

Research conducted by Mulabe (2013), and Armstrong et al. (2018) revealed that organisations adopting a soft HRM orientation regarded employees as a competitive advantage by employing high involvement and commitment HRM practices. These practices cultivate a favourable organisational culture while simultaneously decreasing turnover rates and enhancing overall performance. Consequently, organisations that emphasise soft HRM strategies are poised to achieve enhanced long-term success and

resilience in a competitive marketplace. The foregoing statics and results are captured in Table 4.3.

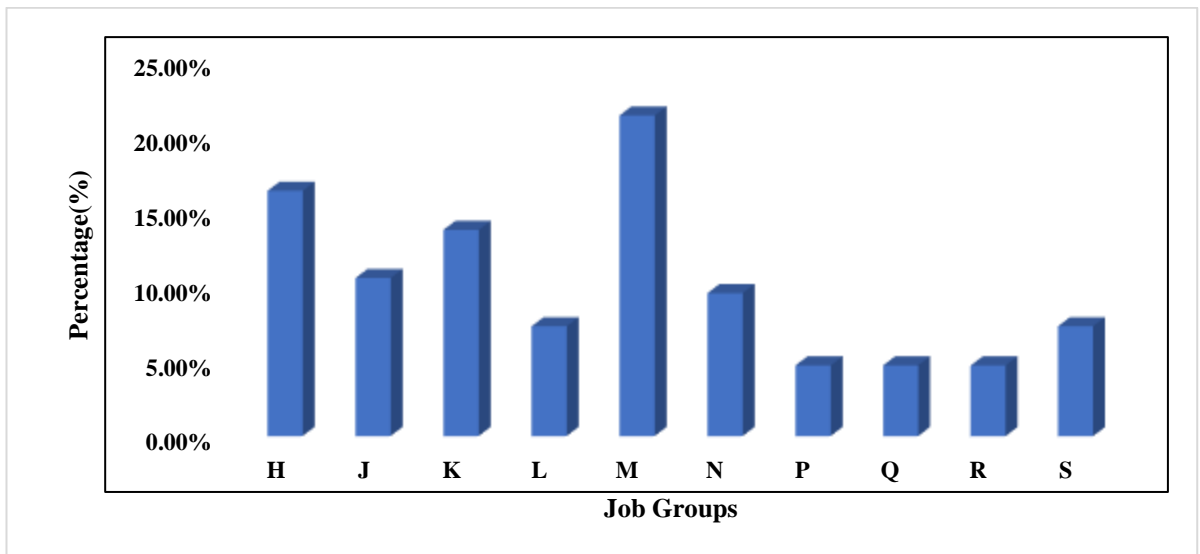
**Table 4.3: Employment Status**

<b>Employment Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Permanent	181	95.2	95.2	95.2
Temporary	9	4.8	4.8	100
<b>Total</b>	<b>190</b>	<b>100</b>	<b>100</b>	

#### **4.2.3 Respondent’s Job Group**

The study sought to assess the job groups of respondents in ministries and state departments, with the aim of determining if the respondents comprised employees from all the levels under study – management and technical. The rationale for choosing employees at these ranks was because they are responsible for policy development and its implementation in their ministries and state departments. Further, the researcher proposed to randomise data by incorporating the two levels to realise equal representation. It was established, as earlier anticipated from the research methodology plan, that the employees had a good understanding of the internal organisational factors. These conditions presented the researcher with a wider scope to make inferences from the obtained results. The study findings indicated that job group H had 16%, job group J had 10.5%, K had 13.7% and L had 5.4%. These grades were entry-level, so a good response is understandable.

Job group M held the highest representation at 21.3%. These are employees that have gained considerable experience in the service, ready for appointment to senior management levels. Job group N had 9.5%, while job groups P, Q and R had the lowest representation at 4.7% each. The high response rate in job group S can be attributed to the fact that employees in this group are involved in decision-making. The study results are consistent with what Kehoe & Wright (2013), advanced, that in cases where individual employees do not recall personal experiences, they would rely on colleagues in the same job group with whom they share similar perceptions of HR practices. The results of the responses are indicated in Figure 4.1.



**Figure 4.1: Respondents by Job Group**

#### **4.2.4 Length of Service**

The study sought to establish the number of years that the respondents had worked in the civil service. This endeavour was meant to help assess whether the respondents had extensive knowledge on internal organisational factors and employee outcomes. The study outcome on length of service shown in table 4.8 indicated that 36% of the respondents had worked for 6–10 years; a proportion of 31% had worked for between 11 and 15 years, while 14% had worked for more than 15 years. A total of 81% of the respondents had worked for more than 5 years.

The results indicated that the respondents were most probably competent enough to respond to questions appropriately due to their long term of service and/or experience. The foregoing is also an indication that the government is a highly stable employer as well as a highly retaining employer. This trajectory is in keeping with a long-standing tradition which speaks to the government’s ability and nature as a good employer (IMF, 2022; Maina et al., 2018). The observed positive trend suggests that employees feel valued and secure in their positions, contributing to overall job satisfaction (Buberwa et al., 2024). Furthermore, it may also reflect the effectiveness of government policies aimed at fostering a supportive work environment (UNDP, 2020;

Omwenga et al., 2017). The dispersion on the length of service is presented on table 4.4.

**Table 4.4: Length of Service**

<b>Duration</b>	<b>Respondents</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Over 15 years	27	14.16	14.16
11 – 15 years	59	31.1	45.26
6 – 10 years	68	35.79	81.05
5 years & Less	36	18.95	100
<b>Total</b>	<b>190</b>	<b>100</b>	

### 4.3 Factor Analysis

As previously presented in chapter 3, the study conducted numerous preliminary findings on the data collection instrument to ensure that it was able to collect the right data. As such, factor analysis was conducted, focusing on the internal correlations among data. The aim of this undertaking was to come up with internally consistent surrogates of the variable (Mugenda et al., 2019). Cooper and Schindler (2014), suggested that factor loadings of 0.7 and above are acceptable. Other researchers indicate that 0.4 is the minimum level for item loading. Hair *et al.* (2010) illustrate that factor analysis is necessary in research to test for construct validity.

It also highlights variability among observed variables and checks for any correlated variables to reduce redundancy in data. The current study used factor loadings to reduce the number of indicators which do not explain the effect of various organisational factors on employee outcomes in the civil service in Kenya. Tabachnick and Fidel (2001), described factor loadings as follows: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent). The study established organisational strategy as having eleven items, out of which none of the items recorded factor loadings less than 0.40. Essentially, all the eleven items for organisation strategy were ranging between 0.451 and 0.713. Besides, an average factor loading of 0.634 was recorded; hence, all the factors under analysis were considered valid for the constructs represented. Table 4.5(a) presents the factor loadings for organizational structure.

**Table 4.5(a): Organizational Strategy Factor Loadings**

<b>Organizational Strategy</b>	<b>Factor Loadings</b>
1. Our state department strives to reduce costs on service delivery.	.713
2. Our state department has reduced costs on management of employees	.560
3. Outsourcing of non-core services in our state department has lowered service delivery costs	.521
4. Service delivery in our state department is cost-effective	.461
5. Management draws from diverse talent in service delivery	.632
6. People in our department have a sense of urgency about the need to deliver quality service.	.583
7. There are adequate procedures for work performance in this state department.	.571
8. Information and communication technology strategy is reflected our departmental strategy.	.611
9. Our state department supports opportunities for research and development.	.451
10. Our department supports work improvement teams	.462
11. Our department adopts innovation and creativity.	.692
<b>Total</b>	<b>.634</b>

The study sought also to measure the effect of organisation culture using nine (9) items, out of which all the nine (9) items had factor loadings of between 0.489 and 0.812. Specifically, to find out if the respondents understood the values and beliefs of their state departments, a factor loading of 0.721 was recorded, which was beyond 0.40. The average factor loading was found to be 0.619, as shown in Table 4.5(b).

**Table 4.5(b): Organizational Culture Factor loadings**

<b>Organizational Culture</b>	<b>Factor Loadings</b>
1. I know the values and beliefs of our state department	.721
2. The values and beliefs of our state department promote teamwork	.582
3. The values and beliefs in our state department encourage trust	.812
4. The management in our state department looks to me for suggestions and leadership	.726
5. It is expected that everyone is cared for when making decisions in our state department	.655
6. Employees in our state department are involved in developing plans for improving quality	.489
7. Our state department has a friendly work environment where support and participation are encouraged	.611
8. Employees in our state department are aware of the department's mission, goals and objectives.	.746
9. There is focus on the mission, procedures and objectives in work performance	.642
<b>Total</b>	<b>.619</b>

Organisational structure was tested using nine items, and the results recorded. Subsequently no item was removed since the factor loading recorded was between 0.442 and 0.754. Since no item recorded a factor loading that was below 0.40, the items were considered valid to measure the effect of organisational structure on employee outcomes in the civil service in Kenya. The findings are displayed in table 4.5(c).

**Table 4.5(c): Organizational Structure Factor Loadings**

<b>Organizational Structure</b>	<b>Factor Loadings</b>
1. Decisions in our state department are made at the top management level	.586
2. There are clear lines of authority and responsibility in our state department	.621
3. It is easy to get along with my colleagues	.472
4. Our state department has a formal structure of work performance	.674
5. Employees in our state department obey the laid down rules and regulations in job performance.	.534
6. There is a high level of trust among everyone	.478
7. We have clear levels of responsibility and accountability in our state department	.442
8. It takes less time to talk to top management about certain issues in our state department	.754
9. The chain of command in our state department slows down decision making process	.619
<b>Total</b>	<b>.521</b>

The variable of organisational communication had nine items, and the principal component analysis (PCA) method did not discard any item. The factor loadings recorded were between 0.511 and 0.861, as shown in Table 4.3 (d). The details of the factor loadings are shown in table 4.5(d). From the results, it was established concluded that all the items under consideration were valid.

**Table 4.5(d): Organizational Communication Factor Loadings**

<b>Organizational Communication</b>	<b>Factor Loadings</b>
1. I feel comfortable sharing information directly with members of top management in our state department	.642
2. I receive timely information about the requirements of my job our state department	.511
3. I receive concise communication about the policies and objectives of my state department	.683
4. Communication in my state department motivates me towards meeting my goals	.531
5. Other departments in our state department readily share relevant information with my department	.621
6. The information I receive from departmental meetings I attend is useful to my job	.591
7. I receive timely information needed to perform my duties	.654
8. There are proper communication channels in our state department for handling conflicts and grievances	.861
9. Publications and internal e-mails in our state department are important and helpful to me	.713
<b>Total</b>	<b>.615</b>

The researchers introduced ten items to assess how HRM orientations moderate the impact of organisational factors on employee outcomes within the Kenyan civil service. In conclusion, all ten items exhibited acceptable factor loadings ranging from 0.536 to 0.823, thereby validating their inclusion in the data collection instrument and subsequent analysis. Table 4.5(e) presents the factor loadings for each item.

**Table 4.5(e): HRM Orientation Factor Loadings**

<b>HRM Orientation</b>	<b>Factor Loading</b>
	<b>.542</b>
1. New employees in our state department are recruited at entry level	
2. Selected employees have adequate knowledge about the job	.628
3. Employees are recruited on temporary and permanent terms	.536
4. New employees in our state department are taken through extensive induction	.671
5. Training and development in our state department is linked to employee needs and departmental needs	.621
6. Employees in our state department are given opportunity to discuss their training	.573
7. Employee training in our state department is for performance improvement	.671
8. Employees in our state department participate in setting of their targets	.823
9. Performance appraisal process in our state department is open and participatory	.722
10. HRM policies and practices in our state department increase levels of employee job satisfaction and commitment	.719
<b>Total</b>	<b>.590</b>

In order to test the validity of employee outcomes, sixteen items were examined as initially established in the literature. All the items exhibited factor loadings exceeded 0.40. hence were deemed valid. Table 4.5(f) presents the specifics of the factor loadings.

**Table 4.5(f): Employee Outcomes Factor Loadings**

<b>Employee Outcomes</b>	<b>Factor Loading</b>
1. I enjoy the work I do in my state department	.593
2. My immediate supervisor keeps commitment to team members	.587
3. I have a say in decisions that affect my job	.786
4. I feel happy with my colleagues in our state department	.622
5. There is a high level of trust among everyone in my state department	.643
6. My immediate supervisor keeps confidences	.689
7. I like the people I work with	.642
8. I receive sufficient information about the long-term strategies of my state department	.643
9. I enjoy talking to people from outside about our state department	.543
10. I have a strong sense of belonging to our state department	.619
11. I will be very happy to spend the rest of my career in our state department	.714
12. I feel connected to my state department	.501
13. I feel a sense of responsibility in being part of our state department	.561
14. Our state department deserves my loyalty	.573
15. It would not feel right to leave our state department	.467
16. I can recommend our state department as a good place to work	.689
<b>Total</b>	<b>.658</b>

Table 4.6 provides a comprehensive summary of the factor analysis for all variables, assessing both the independent and dependent variables. The organisational strategy indicated that the factor loading for all 11 items was 62.78%. All items were retained according to the general criterion for acceptance of factor loadings of 40% or higher. The factor analysis results for organisational culture, which comprised nine items, produced a factor loading of 60.02%.

The factor analysis for organisational structure, comprising nine items, yielded a factor loading of 61.15%, and no factors were excluded as they met the acceptable threshold. Concerning organisational communication, nine items were included, and none were excluded. The documented factor loading was 60.58%. The HRM orientations comprised ten items, all of which were retained due to consistency and relevance, with factor loading exceeding 65.80%.

The analysis of factors assessing the dependent variable of employee outcomes in the Kenyan civil service, comprising 16 items, yielded a factor loading exceeding 65.80%, with no items removed from the dataset. All factor loadings exceeded 52%, indicating that all items met the acceptable threshold as per the established guideline. This indicates a robust correlation between the evaluated items and employee outcomes, thereby reinforcing the assessment's validity. Thus, these findings can be pivotal in formulating policies designed to improve employee satisfaction and performance in the civil service sector.

**Table 4.6: Summary of Factor Analysis Based on (PCA)**

<b>Variable</b>	<b>Number of Items</b>	<b>Overall factor Loadings per variable</b>
Organization Strategy	11	62.78%
Organization culture	9	60.02%
Organization structure	9	61.15%
Organizational communication	9	51.50%
HRM orientation	10	59.80%
Employee outcomes	16	65.80%

In most cases, principal component analysis (PCA) typically produces factor loads that are slightly higher than those from confirmatory factor analysis (CFA), because PCA analyses the entire variance of the data, whereas CFA focusses only on the most reliable common variance. Because of this, confirmatory factor analysis (CFA) was also employed in addition to PCA to determine construct validity; this was done by making use of fit indices. Lower values of fit indices suggest that the measurement model (CFA) is not good enough since scales employed to measure the dimensions of the conceptual framework aren't validated. For a good measurement model (CFA) to be realised, each factor loading of the confirmatory factor analysis should be greater than 0.50.

Factor loadings are simply described as the standardised value of each coefficient within the measurement model. Factor loadings above 0.5 are clear evidence of the convergent validity of the research instrument. Besides that, a critical rate value greater than 2 for every item in CFA findings suggests that the item is loaded to the factor it is connected to. In the current study, all the items under organisational culture,

organisational strategy, organisational structure, organisational communication, and HRM orientations had factor loadings of above 0.5, hence were sufficiently valid. However, for employee outcomes, 9 items out of the 16 had factor loads below 0.5, thus not significant. Figure 4.1 and table 4.5 show the corresponding factor loads as per each item. From the results, EMP8, EMP9, EMP10, EMP11, EMP12, EMP13, EMP14, EMP15 and EMP16 that were not valid were discarded.

**Table 4.7: Factor Loadings per Item**

		Standardized Estimate factor loads	Unstandardized Estimates factor loads	Standardized error.	Critical P- value.	Value
OC9	<---	0.728	1.000			0.00***
OC8	<---	0.666	0.868	0.100	8.694	0.00***
OC7	<---	0.603	0.815	0.104	7.867	0.00***
OC6	<---	0.649	0.764	0.090	8.46	0.00***
OC5	<---	0.612	0.772	0.097	7.976	0.00***
OC4	<---	0.724	0.957	0.101	9.452	0.00***
OC3	<---	0.680	0.870	0.098	8.875	0.00***
OC2	<---	0.541	0.634	0.090	7.046	0.00***
OC1	<---	0.454	0.741	0.125	5.907	0.00***
OST1	<---	0.550	1.000			0.00***
OST2	<---	0.622	1.244	0.188	6.6	0.00***
OST3	<---	0.671	1.316	0.190	6.929	0.00***
OST4	<---	0.727	1.362	0.187	7.266	0.00***
OST5	<---	0.681	1.416	0.202	6.994	0.00***
OST6	<---	0.759	1.527	0.205	7.448	0.00***
OST7	<---	0.531	0.897	0.152	5.915	0.00***
OST8	<---	0.502	0.821	0.145	5.674	0.00***
OST9	<---	0.606	1.076	0.166	6.486	0.00***
OCM9	<---	0.684	1.000			0.00***
OCM8	<---	0.699	0.913	0.103	8.85	0.00***
OCM7	<---	0.639	0.778	0.095	8.144	0.00***
OCM6	<---	0.553	0.662	0.093	7.108	0.00***
OCM5	<---	0.693	0.962	0.110	8.775	0.00***
OCM4	<---	0.784	1.283	0.131	9.82	0.00***
OCM3	<---	0.663	0.832	0.099	8.419	0.00***
OCM2	<---	0.697	0.801	0.091	8.82	0.00***
OCM1	<---	0.701	0.953	0.107	8.868	0.00***
HRM9	<---	0.580	1.000			0.00***
HRM8	<---	0.630	1.175	0.199	5.893	0.00***
HRM7	<---	0.711	1.217	0.195	6.247	0.00***
HRM6	<---	0.672	1.060	0.174	6.084	0.00***
HRM5	<---	0.714	0.771	0.123	6.259	0.00***
HRM4	<---	0.658	0.837	0.139	6.021	0.00***
HRM3	<---	0.680	1.147	0.187	6.119	0.00***
HRM2	<---	0.674	1.135	0.186	6.092	0.00***

		Standardized Estimate factor loads	Unstandardized Estimates factor loads	Standardized error.	Critical P-value.	P-Value
HRM1	<---	0.672	1.028	0.169	6.086	0.00***
HRM10	<---	0.582	0.917	0.162	5.647	0.00***
OS1	<---	0.514	1.000			0.00***
OS2	<---	0.509	1.237	0.276	4.478	0.00***
OS3	<---	0.553	1.214	0.261	4.657	0.00***
OS4	<---	0.619	1.268	0.26	4.882	0.00***
OS5	<---	0.605	1.374	0.284	4.837	0.00***
OS6	<---	0.609	1.438	0.296	4.852	0.00***
OS7	<---	0.724	1.649	0.320	5.153	0.00***
OS8	<---	0.507	1.021	0.228	4.472	0.00***
OS9	<---	0.647	1.263	0.254	4.965	0.00***
EMP1	<---	0.590	1.000			0.00***
EMP2	<---	0.527	0.855	0.145	5.881	0.00***
EMP3	<---	0.588	1.072	0.168	6.392	0.00***
EMP4	<---	0.702	1.244	0.172	7.221	0.00***
EMP5	<---	0.774	1.414	0.185	7.643	0.00***
EMP6	<---	0.519	0.705	0.121	5.814	0.00***
EMP7	<---	0.627	0.932	0.139	6.689	0.00***
EMP8	<---	0.063	0.089	0.112	0.800	0.424
EMP9	<---	0.106	0.147	0.111	1.329	0.184
EMP10	<---	0.115	0.174	0.121	1.443	0.149
EMP11	<---	0.105	0.156	0.119	1.317	0.188
EMP12	<---	0.162	0.288	0.143	2.021	0.043
EMP13	<---	0.064	0.108	0.133	0.812	0.417
EMP14	<---	0.219	0.330	0.122	2.707	0.007
EMP15	<---	0.007	0.012	0.134	0.088	0.930
EPM16	<---	0.161	0.238	0.119	2.007	0.045

The results shown in Table 4.5 are also displayed in the confirmatory factor analysis in Figure 4.1. The goodness-of-fit indices results also show that the confirmatory factor analysis model was good and acceptable, as  $\chi^2/DF = 2.919$ , CFI = 0.960, IFI = 0.910, and RMSEA = 0.012.

#### Model Fit Indices

Fit indices Model	CMIN/DF	CFI	IFI	AGFI	RSMEA
Fit indices Value	2.919	0.96	0.91	0.94	0.012

**Figure 4.2: Confirmatory Factor Analysis**

#### 4.4 Measures of Variables

This section presents descriptive analysis for the variables used in this study. This section is divided into three categories: the analysis of independent variables

(organisational strategy, organisational culture, structure, and communication), the analysis of the dependent variable (employee outcomes), and the analysis of the moderating variable (human resource management orientations).

#### **4.4.1 Organizational Strategy**

The first objective was to determine the influence of organisational strategies on employee outcomes in the civil service in Kenya. The first variable in this study was organisational strategy, and it was measured using eleven indicators. The respondents were asked to rate the extent to which organisational strategy was practised in their ministries and departments in Kenya's civil service. Eleven statements relating to cost reduction strategies, quality enhancement and innovative strategies were used to measure organisational strategy. The scores were fitted on a 5-point Likert-type scale, with 5 being strongly agree, 4 representing agree, 3 representing neutral, 2 representing disagree and 1 being strongly disagree. The respondents were asked to indicate the extent to which the statements presented reflected the type of strategies practised in their ministries and departments.

The means and standard deviations (SD) of the findings were computed, and the outcome recorded for each statement as per the response. The results indicate that the majority of the respondents agreed to a great extent that ministries and state departments reduced costs on service delivery, reduced costs on management of employees and outsourced non-core services. This consequently lowered the cost-of-service delivery, obtaining a mean of 4.091 and a standard deviation of 1.014.

The foregoing suggested that the outsourcing of non-core services in state departments had lowered service delivery. Similarly, the respondents to a large extent agreed that service delivery in State Departments was cost-effective, obtaining a mean of 3.90 and a standard deviation of .968. To ascertain whether management drew from diverse talent in service delivery, the respondents to a large extent agreed that management drew from diverse talent in service delivery, with a mean of 3.92 and a standard deviation of 1.015. The majority of the respondents agreed that employees had a sense of urgency about the need to deliver quality service, obtaining a mean of 3.76 and a standard deviation of 1.29. In regard to procedures for work performance, a mean of

4.24 and a standard deviation of 1.089 were obtained, while on matters of information and communication technology strategy as reflected in departmental strategy, a mean of 4.26 and a standard deviation of 0.771 were obtained.

Further, on opportunities for research and development, a mean of 4.06 and a standard deviation of 1.072 were registered, while on issues of work improvement teams, a mean of 3.91 and a standard deviation of 1.092 were registered. Lastly, on whether departments adopted innovation and creativity in work performance, a mean of 4.09 and a standard deviation of 0.924 were obtained. The results on the urgency of service delivery scored the least. This could imply that service delivery in the civil service was not delivered with utmost urgency at the time. The foregoing results are shown in table 4.8

**Table 4.8: Organizational Strategy Standard Deviations (SD) and Means**

<b>Item</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. Our department strives to reduce costs on service delivery.	190	3.98	.759
2. Our state department has reduced costs on management of employees	190	3.86	1.047
3. Outsourcing of non-core services in our state department has lowered service delivery costs	190	4.091	1.014
4. Service delivery in our state department is cost-effective	190	3.90	.968
5. Management draws from diverse talent in service delivery	190	3.92	1.015
6. People in our department have a sense of urgency about the need to deliver quality service.	190	3.76	1.290
7. There are adequate procedures for work performance in this state department.	190	4.24	1.089
8. Information and communication technology strategy is reflected in our departmental strategy.	190	4.26	0.771
9. Our state department supports opportunities for research and development.	190	4.06	1.072
10. Our department supports work improvement teams	190	3.91	1.092
11. Our department adopts innovation and creativity.	190	4.09	0.924
<b>Overall statistic</b>		<b>4.00</b>	<b>0.915</b>

The average mean on the items and measurements was 4.00, and the standard deviation was 0.915. The results are an indication that the respondents generally agreed that organisational strategy was practised in the civil service ministries and state

departments in Kenya. The results from the standard deviation showed that the scores were very close together. This implied a high degree of uniformity regarding the individual differences in the practice of organisational strategy. The findings agree with those of (Brakaj, Kume and Cipi, 2015) in a study on the effect of organisational competitive strategies on organisational performance in Albania. Their finding was that the cost reduction strategy had a significant positive effect on employee and organisational performance. The findings also comply with those of other previous who established that organizational strategy is key to organizational performance including employee outcomes (Waiganjo et al., 2013; Atikiya et al., 2016 & Kimaku et al., 2023).

A study by Phanuel and Darbi (2012) suggested that organisational strategy had an impact on employee attitudes and behaviour in public profit-orientated organisations in Ghana. The results also align with Koon's (2013) research, which demonstrated that organisational strategy affects employee outcomes in both public- and private-sector organisations in Malaysia. He also determined that HRM practices mediated the impact of organisational strategy on employee outcomes. The findings align with a range of prior scholars who assert that organisational strategy has a causal relationship with organisational performance and employee outcomes (Deya et al., 2019; Omwenga et al., 2017). This underscores the importance of effective HRM practices in fostering a positive work environment. Moreover, it suggests that organisations may benefit from aligning their strategic goals with employee development initiatives to enhance overall performance.

#### **4.4.2 Measures of Organizational Culture**

Organisational culture was assessed using nine items relating to beliefs, values, employee support traits, mission, and objectives. The study sought to establish the influence of organisation on employee outcomes. The respondents were required to rate the extent to which organisational culture influenced their ministries and state departments using a Likert scale from 1 to 5, where 5 means strongly agree, 4 means agree, 3 means neutral, 2 means disagree, and 1 means strongly disagree. The outcome of the responses is presented in table 4.9

**Table 4.9: Organizational Culture Standard Deviations and Means**

<b>Item</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. I understand the values and beliefs of our state department	190	4.08	0.916
2. The values and beliefs of our state department promote teamwork	190	4.20	0.904
3. The values and beliefs in our state department encourage trust	190	3.95	1.007
4. The management in our state department looks to me for suggestions and leadership	190	3.94	1.171
5. It is expected that each individual is cared for when making decisions in our state department	190	4.14	0.946
6. Employees in our state department are involved in developing plans for improving quality	190	3.90	1.175
7. Our state department has a friendly work environment where support and participation are encouraged	190	3.95	1.063
8. Employees in our state department understand the mission, goals and objectives of our department	190	3.89	1,099
9. There is focus on the mission, procedures and objectives in work performance	190	4.06	0.968
<b>Overall statistic</b>		<b>3.89</b>	<b>1.050</b>

As displayed in table 4.10, on whether the respondents were knowledgeable about the values and beliefs of the ministries and state departments, the results gave a mean of 4.08 out of a possible scale of 5, with a standard deviation of 0.916 registered. The respondents thus agreed to a large extent that there were cultural values and beliefs within their organisations. To assess if the values and beliefs of state departments promoted teamwork, a mean of 4.20 and a standard deviation of 0.904 were obtained. This again showed that values and beliefs of state departments promoted teamwork. On whether the values and beliefs in state departments encouraged trust, a mean of 3.95 and a standard deviation of 1.207 were registered, thus indicating that the values and beliefs of state departments encouraged employee trust.

The overall mean for values and beliefs was above 3.5, and the standard deviation was 1.050, clear evidence that the respondents agreed with the statements that values and beliefs relating to organisational culture practised in state departments promote teamwork and employee trust in management.

The results are comparable to findings of a study by Wambugu (2014), who suggested that values and beliefs had a significant effect on employee job performance. To establish if the management in state departments consulted employees, a mean of 3.94 and a standard deviation of 1.171 were realised. This also confirmed that the respondents were involved in decision-making in their ministries and departments. Again, to a very large extent, the respondents agreed that employees are cared for when making decisions in state departments, as a mean of 4.14 and a standard deviation of 0.946 were recorded. On whether employees in state departments were involved in developing plans for improving quality, a mean of 3.90 and a standard deviation of 1.175 were realised. The state departments have a friendly work environment where support and employee participation are encouraged, with a mean of 3.95 and a standard deviation of 1.063.

Employees in state departments understand the mission, goals and objectives of their departments, with a mean of 3.89 and a standard deviation of 1.099. On whether there was focus on the mission, procedures and objectives in work performance, a mean of 4.06 and a standard deviation of 0.968 were established. The overall average statistic for this section was a mean of 3.89 and a standard deviation of 1.050. Based on the foregoing results, most of the respondents agreed that, to a large extent, values, beliefs and employee support had a significant effect on employee attitudes and behaviour. The findings obtained in this variable were supported by Hakim (2015), who established a positive and significant impact of organisational culture on employee commitment and performance among hospital workers in Indonesia.

The study findings on organisational culture indicate that it promotes or encourages innovative work behaviour, teamwork orientation, and attention to detail and has a significant impact on employee loyalty to the organisation. Adewale and Adeniji (2013), affirmed that values and beliefs positively impacted employee attitudes and behaviour. Nongo and Ikyanyon (2012), submitted that employee involvement in organisational activities positively affects their commitment to the organisation. The findings were consistent with those by Ahmad (2012), that organisational culture, particularly employee involvement, correlated significantly with employee commitment.

#### 4.4.3 Measures of Organizational Structure

The study sought to establish the level of organisational structure in Kenya's Civil Service Ministries and Departments. The variables used to measure organisational structure were centralisation, formalisation and span of control. The respondents were required to indicate the extent to which they agreed to the various items on types of organisational structure in their ministries and departments on a Likert scale of 1 to 5. Nine items were used to measure the type of organisational structure exhibited in their departments. Table 4.10 shows measures of the mean, standard deviation and the overall statistics for the mean.

**Table 4.10: Organizational Structure Standard Deviations (SD) and Means**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. Decisions in our state department are made at the top management level	190	4.33	1.064
2. There are clear lines of authority and responsibility in our state department	190	4.08	1.056
3. It is easy to get along with my colleagues	190	3.78	1.064
4. Our state department has a formal structure of work performance	190	3.91	0.958
5. Employees in our state department obey the laid down rules and regulations in job performance.	190	3.99	0,900
6. There is a high level of trust among everyone	190	3.96	1.043
7. We have clear levels of responsibility and accountability in our state department	190	3.88	1.107
8. It takes less time to talk to top management about certain issues in our state department	190	3.95	1.102
9. The chain of command in our state department slows down decision making process	190	3.71	1.284
<b>Overall statistic</b>		<b>3.96</b>	<b>1.064</b>

As displayed in table 4.11, whether and if decisions in the ministries and state departments were made at the top management level recorded a mean of 4.33 and a standard deviation of 1.064, suggesting that decisions were made at the top management level to a large extent. The results suggested a top-down management approach where decisions were made at the top level and cascaded down through the hierarchy for implementation.

Regarding clear lines of authority and responsibility, a mean of 4.08 and a standard deviation of 1.5 were recorded. To determine whether employees found it easy to get along with colleagues, a mean of 3.78 and a standard deviation of 1.0 were established, indicating that this was indeed possible. The overall average mean for items on structure was, with, with a standard deviation of 1.064. This pointed to the trajectory that most of the respondents agreed to a large extent with the statements organisational structure. The findings established that to a large extent, there was a formalised structure of work performance, clear chains of command and stipulated rules and regulations. The findings were in agreement with the findings in a study by Krasman (2014), who established that formalisation and standardisation had a positive effect on employee trust and behaviour in selected industries in Canada.

The findings also resonate with the social exchange theory, which spells out conditions under which employees reciprocate in social exchange relationships initiated by organisations. Employees increase their commitment, loyalty and trust in return for rewards and benefits received from the organisation (Kehoe & Wright, 2013; Mwita et al., 2023). Employee attitude and behaviour conform to internal organisational factors such as organisational culture and organisational structure. The results of organisational structure indicators were in line with study findings by Ibrahim (2014), that formalisation, centralisation and standardisation were significantly related to organisational commitment. The study's findings further showed that formalisation demonstrated the highest correlation with organisational commitment in private sector firms, while centralisation, which exhibited a hierarchy of authority, was not significantly correlated with organisational commitment. Olubayo (2015), also established a significant correlation between organisational structure and job satisfaction at selected banks in Lagos, Nigeria.

#### **4.4.4 Organizational Communication**

Organisational communication was measured by 9 items capturing vertical, horizontal and lateral communication aspects. The study sought feedback from the respondents on the provided statements on communication in the Civil Service Ministries and State Departments. On a Likert scale of 1 to 5, where 5 = Strongly Agree, 4 = Agree, 3 =

Neutral, and 2 = Disagree.1: Strongly Disagree. The results of the responses are provided in table 4.11.

**Table 4.11: Organizational Communication Standard Deviations (SD) and Means**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. I feel comfortable sharing information directly with members of top management in our state department	190	3.60	1.308
2. I receive timely information about the requirements of my job in our state department	190	3.84	1.213
3. I receive concise communication about the policies and objectives of my state department	190	4.00	0.848
4. Communication in my state department motivates me towards meeting my goals	190	3.94	0.771
5. Other departments in our state department readily share relevant information with my department	190	4.02	0.816
6. The information I receive from departmental meetings I attend is useful to my job	190	4.28	0.566
7. I receive timely information needed to perform my duties	190	3.96	1.036
8. There are proper communication channels in our state department for handling conflicts and grievances	190	3.90	1.096
9. Publications and internal e-mails in our state department are important and helpful to me	190	3.96	0.983
<b>Overall statistic</b>		<b>3.94</b>	<b>0.959</b>

As displayed in table 4.12, the findings on sharing information directly with members of top management had a mean of 3.69 and a standard deviation of 1.308, suggesting that to a moderate extent, employees felt comfortable sharing information directly with top management. The respondents who indicated that they received concise information relating to the objectives of State Departments recorded a mean of 3.84 and a standard deviation of 1.213. The findings also showed that the majority of the respondents largely agreed that employees received timely information about the requirements of their jobs.

This was supported with a mean of 4.00 and a standard deviation of 0.848. To establish if communication in state departments motivated employees towards meeting their goals, the majority of the respondents agreed to a large extent. In this case, a mean of 3.94 and a standard deviation of 0.771 were recorded. Concerning whether other units in the state department readily shared relevant information with employees, the

respondents agreed with the statement since a mean of 4.02 and a standard deviation of 0.816 were registered. Based on whether employees received useful information from departmental meetings, a mean of 4.28 and a standard deviation of 0.566 were registered. To establish if employees received timely information needed to perform their duties, the respondents agreed with a mean of 3.96 and a standard deviation of 1.036.

To find out if there were proper communication channels in the state departments for handling conflicts and grievances, the respondent responded affirmatively, as a mean of 3.90 and a standard deviation of 1.096 were established. To assess if publications and internal e-mails in the state departments were important and helpful to employees, a mean of 3.96 and a standard deviation of 0.983 were registered, which suggested that respondents firmly supported it. These findings were supported by those of a study conducted by Abok (2013) and Ochieng' et al. (2018), who submitted that proper communication ensures that employees are fully involved in organisational activities. This is a way of enhancing employee commitment and job satisfaction due to their participation. A study by Abugre (2011) and Mutua et al. (2019), established a significant relationship between organisational communication and employee job satisfaction.

The overall findings based on the average statistic recorded a mean of 3.94 and a standard deviation of 0.959. This confirmed generally that the items which were under scrutiny for organisational communication were largely agreed to by the respondents. This was in line with a study by Balakrishnan and Masthan (2013), who found out that there was a significant and positive correlation between organisational communication and employee outcomes in state organisations in India.

The results are also in agreement with Kakakhel *et al.* (2015), who indicated that organisational communication had a direct positive correlation with organisational commitment and job satisfaction among employees in different organisations in Pakistan.

#### 4.4.5 HRM Orientations

HRM orientations were the moderating variable in the current study and were operationalised as soft HRM orientations and the hard HRM orientations. The respondents were asked to rate their HRM orientations using a 5-point Likert scale based on ten statements. The respondents were to indicate to what extent the statements described the HRM orientations practiced in their state departments on a Likert scale of 1 to 5, where: 5 = strongly agree; 4 = agree; 3 = neutral; and 2 = disagree. 1: Strongly Disagree. The findings are displayed in table 4.12.

**Table 4.12: Means and Standard Deviations (SD) for Measures of HRM Orientations**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
1. New employees are recruited at entry level	190	3.96	1.061
2. Selected employees have adequate knowledge about the job	190	3.89	1.117
3. Employees are recruited on temporary and permanent terms	190	4.00	0.659
4. New employees in our state department are taken through extensive induction process	190	3.71	0.962
5. Training and development in our state department is linked to employee needs and departmental needs	190	3.82	0.868
6. Employees in our state department are given opportunity to discuss the training they require	190	3.99	1.010
7. Employee training in our state department is for performance improvement	190	3.98	0.948
8. Employees in our state department participate in setting of their performance targets	190	4.10	0.807
9. Performance appraisal process in our state department is open, participatory and transparent	190	3.96	1.081
10. HRM policies and practices in our state department increase levels of employee job satisfaction and commitment	190	3.88	1.139
<b>Overall statistic</b>		<b>3.93</b>	<b>0.965</b>

New employees were recruited at entry level with a mean of 3.96 and a standard deviation of 1.061; employees had adequate knowledge about their jobs with a mean of 3.89 and a standard deviation of 1.117; employees were recruited on temporary and permanent terms with a mean of 4.00 and a standard deviation of 0.659; and new employees were taken through an extensive induction process with a mean of 3.71 and

a standard deviation of 0.962. On matters of training and development in the State Department, employee needs and departmental needs had a mean of 3.82 and a standard deviation of 0.868. There was opportunity to discuss training requirements with a mean of 3.99 and standard deviation of 1.010. The respondents agreed to training for performance improvement with a mean of 3.98 and standard deviation of 0.948, setting of performance targets was participatory with a mean of 4.10 and standard deviation of 0.807, performance appraisal process was open, participatory and transparent with a mean of 3.96 and standard deviation of 1.081, implementation of HRM policies and practices increased levels of employee job satisfaction and commitment with a mean of 3.88 and standard deviation of 1.139.

The overall aggregate mean score for this section was 3.93 while the standard deviation was 0.965. This suggested that majority of the respondents largely agreed with the statements on HRM orientations. The results illustrated that soft and rigorous HRM orientations practiced in Ministries and State Departments in the Civil Service had significant influence on employee outcomes. The findings indicated in table 4.13 agreed with the results of a study by Ishak, Abdullah and Ramli (2011), suggested that organizations practice both soft HRM orientations and Hard HRM orientations. None of the practices were implemented exclusively, the findings are consistent with a study by Sagwa et al., (2015), which established that HRM practices had a positive significant effect on employee outcomes in firms listed on the Nairobi Securities Exchange. The findings were supported by Kidombo (2007), and Mulabe et al., (2012), who found out that HRM orientations had a significant positive effect on organizational commitment and firm performance in Kenyan manufacturing firms as well as state corporations.

The findings on HRM orientations were also consistent with the provisions of the social exchange theory which presumes that human resource management orientations (HRMO) enhance the relationship between internal organizational capabilities, and employee outcomes. Appropriate implementation of HRM policies and practices may be perceived by employees as indicative of the organization's commitment to fulfil the psychological contract (Kehoe & Wright, 2013; Armstrong et al., 2018). Employees are obliged to reciprocate their commitment and trust in return for rewards and benefits

received from the organization (Nzulwa et al., 2014; Sagwa *et al*, 2014; Obwogi et al., 2018). Employee work attitudes and behaviours are a product of the kind of human resource management practices implemented by an organization.

#### 4.4.6 Employee Outcomes

The dependent variable in this study was employee outcomes, which were operationalised through two constructs: organisational commitment and job satisfaction. All constructs were assessed using a 5-point Likert scale. The participants were requested to evaluate themselves based on the statements concerning employee outcomes. Sixteen statements were employed to allow respondents to evaluate their commitments to their ministries or state departments and their attitudes towards their occupations. Table 4.13 presents the means and standard deviations of employee outcome measures.

**Table 4.13: Means and Standard Deviations (SD) for the Measures of Employee Outcomes**

Statements	N	Mean	SD
1. I enjoy the work I do in my state department	190	4.24	0.686
2. My immediate supervisor keeps commitment to team members	190	3.94	0.910
3. I have a say in decisions that affect my job	190	4.18	0.931
4. I feel happy with my colleagues in our state department	190	4.24	0.662
5. There is a high level of trust among everyone in my state department	190	4.14	0.904
6. My immediate supervisor keeps confidences	190	4.18	0.944
7. I like the people I work with	190	4.24	0.611
8. I receive sufficient information about the long-term strategies of my state department	190	4.01	1.134
9. I enjoy talking to people from outside about our state department	190	4.13	0.839
10. I feel a strong sense of belonging to our state department	190	4.02	0.893
11. I would be very happy to spend the rest of my career in our state department	190	4.13	0.901
12. I feel connected to my state department	190	4.19	0.671
13. I feel a sense of responsibility in being part of our state department	190	4.09	0.834
14. Our state department deserves my loyalty	190	4.12	0.855
15. It would not feel right to leave our state department	190	3.97	1.015
16. I would recommend our state department as a good place to work	190	4.14	0.882

The respondents were asked whether they enjoyed the work they did in their ministries and state departments, and the responses yielded a mean of 4.24 and a standard deviation of 0.686, indicating that most respondents largely agreed they enjoyed their work in these departments. The other responses yielded results as follows: the immediate supervisor keeps commitment to team members, with a mean of 3.94 and a standard deviation of 0.910. The respondents largely agreed that they participated in decisions affecting their jobs, with a mean of 4.18 and a standard deviation of 0.931. The results indicated that respondents were happy with their colleagues in their departments, as shown by a mean of 4.24 and a standard deviation of 0.662. Using the same rating, a high level of trust among everyone had a mean of 4.14 and a standard deviation of 0.904, thus showing that there was trust among employees in state departments.

The findings were in line with those of Kehoe and Wright (2013), who found out that employee outcomes have an important influence on employee work performance. The findings were supported by the results of a study by Bashir et al. (2011), which indicated that job characteristics (degree of autonomy, job scope, job clarity, and job content) are important aspects of employee outcomes. On employee outcomes, statements on if immediate supervisors keep confidences had a mean of 4.18 and standard deviation of 0.944, and "I like the people I work with" had a mean of 4.24 and standard deviation of 0.611. I receive sufficient information about the long-term strategies of my state department, which, which had a mean of 4.01 and a standard deviation of 1.134. I enjoy discussing our state department with people from outside, which had a mean of 4.13 and a standard deviation of 0.839. I feel a strong sense of belonging to our department, which, which had a mean of 4.02 and a standard deviation of 0.893.

On if employees would be very happy to spend the rest of their career in the department, it, it had a mean of 4.13 and a standard deviation of 0.901; "I feel connected to my department" had a mean of 4.189 and a standard deviation of 0.671. I feel a sense of responsibility in being part of our department, which, which recorded a mean of 4.089 and a standard deviation of 0.834. Our department deserves my loyalty and had a mean of 4.12 and a standard deviation of 0.855. It would not feel right to

leave. Our department had a mean of 3.97 and a standard deviation of 1.015. I would recommend our department as a favourable place to work; it had a mean of 4.14 and a standard deviation of 0.882. The overall aggregate mean score for all items under employee outcome was 4.13, and the standard deviation was 0.848. The findings are supported by the results of a study by Alusa and Kariuki (2015), who concluded that employee outcomes are important for the work performance of an employee.

This data is indicative that most of the respondents agreed with the statements relating employee job satisfaction and organisational commitment. The findings indicated that employees demonstrated a satisfactory level of job satisfaction and commitment to their respective ministries and state departments.

#### **4.5 Diagnostic Tests**

The current study conducted numerous diagnostic tests. The subsequent sections highlight the results. These findings offer helpful information about the underlying conditions and suggest potential avenues for further research. Additionally, they may inform clinical practices and improve patient outcomes.

##### **4.5.1 Identity Correlation Matrix Test**

Factor analysis The Identity Correlation Matrix Test was conducted to ascertain the suitability of all the factors observed within the five variables. A correlation matrix was obtained for all the factors and scrutinised for chances of multicollinearity among the items. The correlation matrix gives the correlation coefficients between a single factor and every other factor in the analysis. The correlation coefficient between a factor and itself is always 1; hence, the principal diagonal of the correlation matrix contains (Kothari, 2016). Notably, in the dependent variable, two items (item 4 and item 8) were removed since the identity matrix obtained in the presence of the two items was not an identity matrix. Further analysis using the determinants of the correlation matrices shown at the foot of each table indicates that the matrices obtained were all identity matrices since the determinants were all greater than 0.00001. There was no problem of multicollinearity for all the variables. In addition to that, Bartlett's

Test of Sphericity shown in table 4.15 suggests that the matrices obtained in appendix VI were all identity matrices since the p-values were all  $0.000 < 0.05$ .

#### 4.5.2 Test of Sample Adequacy (Kaiser-Meyer-Olkin (KMO))

The sample adequacy was measured using the Kaiser-Meyer-Olkin (KMO) test. Ordinarily, the sampling adequacy should be greater than 0.5 for a satisfactory factor analysis to proceed. The common rule is that a researcher should have 10–15 participants per variable. A factor analysis is inappropriate when the sample size is less than 50 (Field, 2009). Kaiser (1974) recommends 0.5 values as a minimum. Values between 0.7 and 0.8 are acceptable, and values above 0.9 are excellent.

In Table 4.14, the sample was acceptable since the KMO values were mainly between 0.707 and 0.810. The least value was 0.644, which was also satisfactory enough since it was above the minimum value of 0.5.

**Table 4.14: KMO and Bartlett's Test**

Variables	Measure	
Organizational Strategy	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.707
	Approx. Chi-Square	300.162
	Bartlett's Test of Sphericity	Df 45 Sig. .000
Organizational Culture	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.764
	Approx. Chi-Square	426.463
	Bartlett's Test of Sphericity	Df 55 Sig. .000
Organizational Structure	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.644
	Approx. Chi-Square	304.174
	Bartlett's Test of Sphericity	Df 28 Sig. .000
Organizational Communication	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.810
	Approx. Chi-Square	321.121
	Bartlett's Test of Sphericity	Df 28 Sig. .000
HRM Orientation	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.821
	Approx. Chi-Square	350.593
	Bartlett's Test of Sphericity	Df 28 Sig. .000
Employee Outcomes	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.736
	Approx. Chi-Square	442.465
	Bartlett's Test of Sphericity	Df 66 Sig. .000

### 4.5.3 Normality Test

The study sought to find out how well the distribution could be approximated using the normal distribution. Consequently, skewness measures the deviation of distribution from symmetry, and kurtosis measures the ‘peak-ness’ of the distribution. Hair *et al.* (2010). In a normal distribution, the values of skewness and kurtosis should be zero (Field, 2009), but the acceptable range of values is +3 to -3. Alternatively, z-score values can be used to establish normality. In this case values between +1.96 and -1.96 are allowed (Mugenda & Mugenda, 2019).

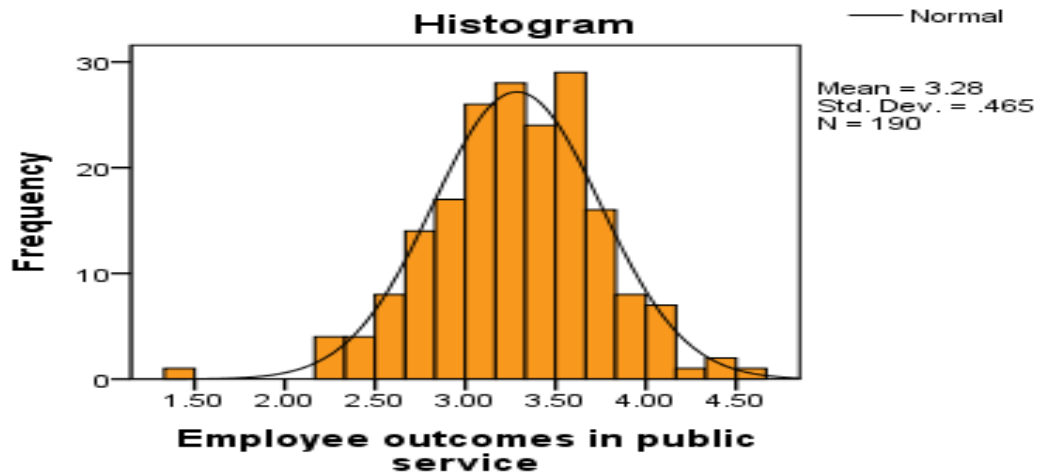
Garson (2012), the rule of thumb was applied which recommend a value of kurtosis and skewness to fall within a range of +1.0 and -1.0. Based on this recommendation, it was concluded that the data were normally distributed as shown in table 4.15

**Table 4.15: Results of Normality Test**

Variable	Distribution	Statistic	Std. Error	Conclusion
Employee outcome	Skewness	-0.145	0.087	Normally Distributed
	Kurtosis	0.175	0.847	
Organizational Strategy	Skewness	-0.237	0.098	Normally Distributed
	Kurtosis	0.225	0.416	
Organizational culture	Skewness	-0.341	0.068	Normally Distributed
	Kurtosis	0.563	0.563	
Organizational Structure	Skewness	-0.579	0.027	Normally Distributed
	Kurtosis	0.412	0.467	
Organizational communication	Skewness	-0.785	0.131	Normally Distributed
	Kurtosis	0.279	0.765	
HRM Orientation	Skewness	-0.572	0.097	Normally Distributed
	Kurtosis	0.389	0.852	

Based on the assumption in multiple linear regressions that the residuals are distributed normally with mean zero and variance sigma, it was necessary to review the distributions of major variables of interest before drawing final conclusions. Hair *et al.* (2010). Histograms are a useful way of getting an instant picture of the distribution

of data (Field, 2009). Therefore, a histogram was also employed in the study to test the normality of the dependent variable. Since the t-test, regression and ANOVA were effectively sampled from a Gaussian distribution (Indiana, 2011).



**Figure 4.3: Histograms for Normality Test**

#### **Kolmogorov- Smirnov and Shapiro Wilk test for Normality**

The Kolmogorov-Smirnov and Shapiro-Wilk tests were also used to test the normality of all the variables. They compare the scores in the samples and check whether they have the same mean or standard deviation. The findings for Kolmogorov-Smirnov showed that the p-values were greater than 0.05, indicating that the distributions were normally distributed. It was the same case with Shapiro-Wilk.

**Table 4.16: Kolmogorov-Smirnov and Shapiro-Wilk**

	Kolmogorov-Smirnov <sup>a</sup>		Shapiro-Wilk			
	Statistic	df	Sig.	Statistic	df	Sig.
Organization Strategy	.057	190	.028	.983	190	.002
Organization culture	.051	190	.069	.990	190	.042
Organization structure	.046	190	.200*	.991	190	.093
Organizational communication	.043	190	.200*	.977	190	.000
HRM orientation	.056	190	.030	.985	190	.004

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

### Normality using Q-Q plot

The normal Q-Q plot for the dependent variable, employee outcomes in the civil service in Kenya, shown in Figure 4-4, indicates that the observed value was falling along a straight line. This therefore means that the variable was normally distributed, which was consistent with the earlier findings based on the skewness and kurtosis test, the Kolmogorov-Smirnov test and the Shapiro-Wilk test.

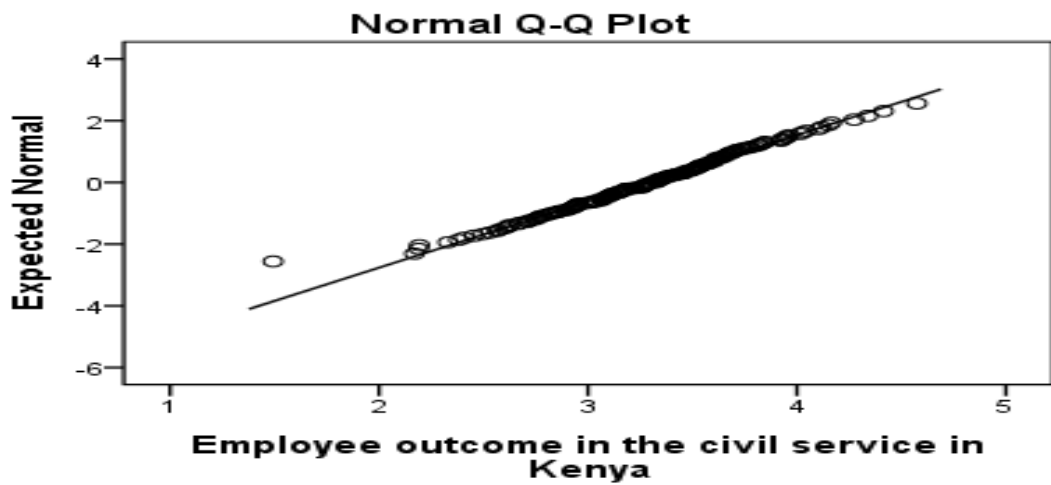


Figure 4.4: Q-Q Plots

### 4.5.4 Outliers Test

An outlier may be described as any observation far from the rest of other observations. The presence of outlier in any given data may make the data not to assume a condition that is a normality condition. It is therefore important to test the presence of outliers in any given data and even remove them for normality condition to be satisfied. In this study the outliers that were detected are shown in Table 4.17.

Table 4.17: Outliers Detected

Variables	Position of Observed Outliers	Total Number of Outliers
Organizational Strategy	34	1
Organizational Culture	21, 75, 28, 89	4
Organizational Structure	7	1
Organizational Communication	36, 38, 17	3
HRM Orientation	-	-
Employee Outcomes	100, 120	2

#### **4.5.5 Collinearity Diagnostic Test**

When an eigenvalue is larger than the others, then the uncentred cross-products matrix can be highly affected by small changes in the independent variables or outcome. If the eigenvalues are similar, then the model obtained is likely to be unchanged by small changes in measured variables (Cohen, West & Aiken, 2003). The findings of this study indicated that both models had eigenvalues fairly larger than the rest, indicating that the models obtained were likely to be changed by small changes in measured variables. Condition index is another way of expressing eigenvalues, and they represent the square root ratio of the largest eigenvalue to the eigenvalue of interest. The condition index will always be 1 for the dimension with the largest eigenvalue; however, the condition index value can be larger than 1. Large values may indicate that collinearity exists. However, there is no specific value or rule about how large the condition index should be to indicate collinearity problems. The findings shown in Table 4.19, model 1 and model 2 had final condition index values of 34.243 and 34.243, respectively.

The values for dimensions in each model were the same each other, and therefore there was no collinearity. Alternatively, collinearity may be detected by looking for predictors that have high variance proportions on the same small eigenvalues. High variance proportions will indicate that the variances of their regression coefficients are dependent. In this study, 49% of the variance in the regression coefficient of organisational strategy was associated with eigenvalue in dimension number 4, 41% of the variance in the regression coefficient of organisational culture was associated with eigenvalue in dimension 5, 44% of the variance in the regression coefficient of organisational structure was associated with eigenvalue in dimension 3 and 39% of the variance in the regression coefficient of organisational communication was associated with eigenvalue in dimension 2.

This indicated that there was no dependency between the four predictor variables for model 1. In the presence of a moderator, collinearity exists since the variance in the regression coefficient of organisational culture and organisational communication was associated with eigenvalues in dimension 4 that were 71% and 49%, respectively.

**Table 4.18: Collinearity Diagnostics Test**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	x <sub>1</sub>	x <sub>2</sub>	x <sub>3</sub>	x <sub>4</sub>
Model 1	1	4.971	1.000	.00	.00	.00	.00	.00
	2	.012	20.741	.51	.02	.00	.06	.39
	3	.008	25.240	.22	.40	.01	.44	.34
	4	.005	31.188	.00	.49	.28	.32	.26
	5	.004	34.190	.27	.09	.71	.19	.01
Model 2	1	3.671	1.000	.00	.00	.00	.00	.00
	2	.012	20.741	.51	.02	.00	.06	.29
	3	.008	25.240	.22	.40	.01	.14	.34
	4	.005	31.188	.00	.49	.28	.32	.36
	5	.004	34.243	.26	.09	.71	.49	.01

*Dependent Variable: Employee outcomes*

*Model 1:-Absence of Moderator while Model 2: - Presence of Moderator*

#### **4.5.6 Correlation Analysis of Independent Variables**

Correlation analysis indicates the relationship between variables. In this study, the Pearson product moment correlation coefficient ( $r$ ) was used to establish the relationship between the independent variables. The correlation coefficients are summarised in Table 4.20. The findings also reveal that there was no significant relationship between the independent variables since all the p-values were greater than 0.01, that is, p-values > 0.01. From the finding it was concluded that there was no significant relationship between the independent variables and there was no problem of multicollinearity among the variables since all the ( $r$ 's) values were less than 0.8 as suggested (Tabachnick & Fidel, 2001).

**Table 4.19: Correlation Analysis of Independent Variables**

		Organization Strategy	Organization culture	Organization structure	Organizational comm.
Organization Strategy	Pearson Correlation	1	-.002	.040	-.018
	Sig. (2- tailed)		.979	.582	.810
	N	190	190	190	190
Organization culture	Pearson Correlation	-.002	1	-.083	.103
	Sig. (2- tailed)	.979		.257	.158
	N	190	190	190	190
Organization structure	Pearson Correlation	.040	-.083	1	.001
	Sig. (2- tailed)	.582	.257		.984
	N	190	190	190	190
Organizational communication	Pearson Correlation	-.018	.103	.001	1
	Sig. (2- tailed)	.810	.158	.984	
	N	190	190	190	190

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

In the presence of a moderator, correlation coefficient  $r$  values were still below 0.8, and the relationship among the independent variables was significant. Since the  $r$  values were below 0.8 (Tabachnick & Fidel, 2001).

Since the rule of thumb was not contradicted, there was no problem of multicollinearity. This therefore suggests that the model was adequate enough in the presence of a moderator, as shown in table 4.21.

**Table 4.20: Correlation Analysis of HRM Orientations and Independent Variables**

		Organization Strategy	Organization culture	Organization structure	Organization comm.
Organization Strategy	Pearson Correlation	1	.329**	.695**	.514**
	Sig. (2- tailed)		.000	.000	.000
	N	190	190	190	190
Organization culture	Pearson Correlation	.329**	1	.240**	.671**
	Sig. (2- tailed)	.000		.000	.000
	N	190	190	190	190
Organization structure	Pearson Correlation	.695**	.240**	1	.486**
	Sig. (2- tailed)	.000	.000		.000
	N	190	190	190	190
Organizational communication	Pearson Correlation	.514**	.671**	.486**	1
	Sig. (2- tailed)	.000	.000	.000	
	N	190	190	190	190

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

#### 4.5.7 Multicollinearity

To establish the presence of multicollinearity among variables, Variance Inflation Factor (VIF) was used. A VIF of more than 10 ( $VIF \geq 10$ ) indicates that there is a problem of multicollinearity. According to Montgomery (2001), a cut-off threshold of 10 or higher indicates the presence of multicollinearity, while tolerance statistic values below 0.1 signify a serious problem and those below 0.2 suggest a potential issue. The results shown in table 4.22 indicate the following VIF values and tolerance statistics:

Organisation strategy has a VIF of 1.832 and a tolerance statistic of 0.546; organisation culture has a VIF of 2.538 and a tolerance statistic of 0.394; organisation structure has a VIF of 2.237 and a tolerance statistic of 0.447; and organisational communication has a VIF of 3.861 and a tolerance statistic of 0.259. Based on these results, the assumption was that there was no multicollinearity between predictor variables, and

no value was rejected since the reported VIF and tolerance statistics were falling within the acceptable range.

**Table 4.21: Multicollinearity**

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational Strategy	0.546	1.832
Organizational Culture	0.394	2.538
Organizational Structure	0.447	2.237
Organizational Communication	0.259	3.861

#### 4.5.8 Test for Autocorrelation (Independence of Errors)

The assumption is that, for any observations, the residual terms should be uncorrelated (independent). This assumption was tested using the Durbin-Watson test, which tests for serial correlations between errors. It tests whether the adjacent residuals are correlated. A value of 2 means the residuals are uncorrelated; a value greater than 2 indicates a negative correlation between adjacent residuals, whereas a value below 2 indicates a positive correlation (Field, 2009). However, Durbin-Watson statistical values less than 1 or greater than 3 are a cause for concern. In this study the Durbin-Watson statistical values were 1.964 and 1.968 without moderator (model 1) and with moderator (model 2), respectively, as shown in table 4.22. The findings suggest that the residual terms were independent.

**Table 4.22: Overall Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.662 <sup>a</sup>	.439	.427	.35202	1.964
2	.752 <sup>a</sup>	.566	.557	.31476	1.968

*Predictors: (Constant), X<sub>4</sub>X<sub>3</sub>, X<sub>1</sub>, X<sub>2</sub> model 1 and model 2*

*b. Dependent Variable: Employee outcomes (Y)*

#### 4.5.9 Heteroscedasticity and Homoscedasticity

Heteroscedasticity in a study normally occurs when the variance of the errors varies across observation (Long and Ervin, 2000). Breusch-Pagan was used to test the null

hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present, which implies that homoscedasticity is present. If the P-value is less than 0.05, reject the null hypothesis. A large chi-square value greater than 9.22 would indicate the presence of heteroscedasticity (Tabachnick and Fidel, 2001). In this study, the chi-square values resulting from each regression where every independent variable is considered individually were 5.152, 3.441, 2.521, and 4.521, indicating that heteroscedasticity was not a problem. The null hypothesis tested was that variance is constant versus the alternative that variance was not constant. The variables were organisational strategy, organisational culture, organisational structure and organisational communication. Table 4.23 shows the rest of the findings.

**Table 4.23: Breusch-Pagan Test for Heteroscedasticity**

<b>Ho</b>	<b>Variables</b>	<b>Chi2(1)</b>	<b>Prob &gt; Chi2</b>
Constant Variance	Organizational Strategy	5.152	0.015
Constant Variance	Organization Culture	3.441	0.011
Constant Variance	Organization Structure	2.521	0.012
Constant Variance	Organizational Communication	4.521	0.002

The chi-square value resulting from overall regression indicates that heteroscedasticity was absent hence variance was constant as shown in table 4.25

**Table 4.24: Breusch-Pagan Test for Homoscedasticity (Overall for Independent Variables)**

<b>Ho</b>	<b>Variables</b>	<b>Chi2(1)</b>	<b>Prob &gt; Chi2</b>
Constant Variance	Organizational Strategy, Organizational Culture, Organizational Structure, Organizational Communication,	7.124	0.026

## 4.6 Linearity Test

The linearity tests were conducted as follows:

### 4.6.1 Organizational Strategy Linearity Test

To determine whether there was a linear relationship between organisational strategy and employee outcomes, Pearson's moment correlation coefficient was used, as suggested by Cohen et al. (2003). Table 4.25 presents the results of the study. The results indicated a strong positive relationship between employee outcomes and organisational strategy variables, as shown by a correlation coefficient value of .420\*\*. This suggests that there was a linear positive relationship between organisational strategy and employee outcomes, which means that an increase in organisational strategy would lead to a linear increase in employee outcomes in the civil service in Kenya. The findings are consistent with the findings of previous scholars (Mwita et al., 2024; Omwenga et al., 2016).

**Table 4.25: Organizational Strategy Correlations Coefficients**

Variable		Employee outcomes	Organization Strategy
Employee outcomes	Pearson Correlation	1	.420**
	Sig. (2-tailed)		.000
	N	190	190
Organization Strategy	Pearson Correlation	.420**	1
	Sig. (2-tailed)	.000	
	N	190	190

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

### 4.6.2 Linearity Test for Organizational Culture

To establish whether there was a linear relationship between organisational culture and employee outcomes, the study adopted Pearson's moment correlation coefficient, and the results are presented in Table 4.26. The results indicated that employee outcomes and organisational culture variables had a positive relationship, as indicated by a correlation coefficient of .329\*\*.

**Table 4.26: Organizational Culture Correlations Coefficients**

Variable		Employee Outcomes	Organizational Culture
Employee outcomes	Pearson Correlation	1	.329**
	Sig. (2-tailed)		.000
	N	190	190
Organization culture	Pearson Correlation	.329**	1
	Sig. (2-tailed)	.000	
	N	190	190

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

#### 4.6.3 Linearity Test for Organizational Structure

Linearity of variables was tested using correlation coefficients as suggested by Cohen et al. (2003). To establish whether there was a linear relationship, the study adopted the Pearson moment's correlation coefficients and the results presented in Table 4.27. The results indicated that the variables employee outcomes and organisational structure had a strong positive relationship, as indicated by a correlation coefficient of .326\*\*.

**Table 4.27: Organizational Structure Correlations Coefficients**

Variable		Employee Outcomes	Organization structure
Employee outcomes	Pearson Correlation	1	.326**
	Sig. (2-tailed)		.000
	N	190	190
Organizational Structure	Pearson Correlation	.326**	1
	Sig. (2-tailed)	.000	
	N	190	190

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

#### 4.6.4 Organizational Communication Linearity Test

Linearity of variables was tested using correlation coefficients as suggested by Cohen et al. (2003). To establish whether there was a linear relationship, the study adopted the Pearson moment's correlation coefficients presented in table 4.28. The results indicated that the variables on employee outcomes and organisational communication had a strong positive relationship, as indicated by a correlation coefficient of 0.229. This implied that there was a linear positive relationship between the two. Thus, an

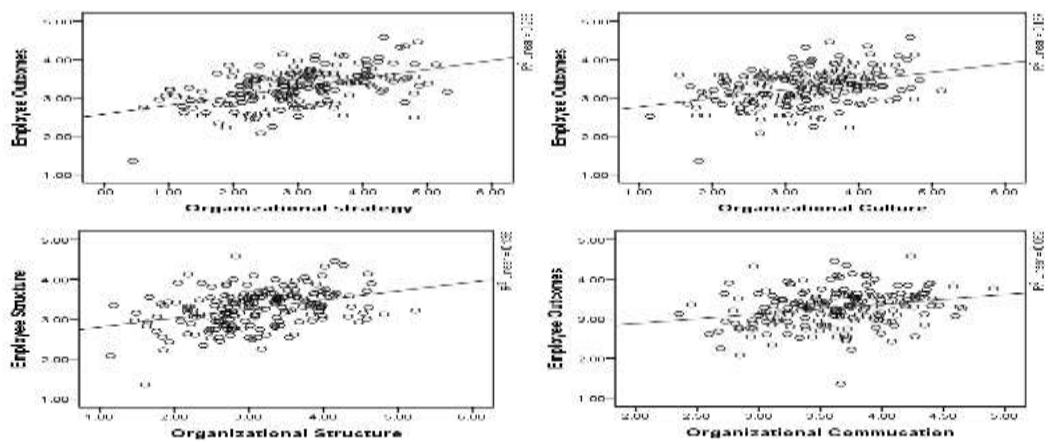
increase in organisational communication would result in a linear increase in employee outcomes.

**Table 4.28: Organizational Communication Correlations Coefficients**

Variables		Employee Outcomes	Organizational communication
Employee outcomes	Pearson Correlation	1	.229**
	Sig. (2-tailed)		.002
	N	190	190
Organizational communication	Pearson Correlation	.229**	1
	Sig. (2-tailed)	.002	
	N	190	190

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

Other than the product moment correlation coefficient, linearity was also tested using a scatter plot between employee outcomes and the independent variables: organisational strategy, organisational culture, organisational structure, and organisational communication. The results in Figure 4-5 clearly indicate that there is a linear relationship between employee outcomes and the predictor variables.



**Figure 4.5: Scatter Plot between Predictor Variables and Employee Outcomes**

#### 4.7 Regression Analysis

This study comprised five hypotheses aligned with the research objectives and the statement of the problem. These hypotheses were analysed and tested, and the statistical results were presented accordingly. This section presents the results for

hypothesis testing that involved the use of regression. A number of hypotheses were tested, and detailed results are presented below;

#### 4.7.1 Organizational Strategy and Employee Outcomes in Kenya’s Civil Service

The first hypothesis sought to test the relationship between organisational strategy and employee outcomes in Kenya’s Civil Service. Corresponding the hypotheses: **Ho1:** There is no significant relationship between organisational strategy and employee outcomes in Kenya’s Civil Service as well as **Ha1:** There is significant relationship between organizational strategy and employee outcomes in Kenya’s Civil Service were tested. Tables 4.30, 4.31 and 4.32 show the results of the analysis before and after moderation by HRM orientations.

**Table 4.29: Organizational Strategy and Employee Outcomes**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.420 <sup>a</sup>	.176	.172	.42312
2	.486 <sup>a</sup>	.236	.232	.41428

*a. Model 1 and 2 Predictors: (Constant), Organization Strategy and Organizational Strategy with moderator effect of HRM orientation  $X_1 * Z$*

*b. Dependent Variable: Employee outcomes*

**Table 4.30: ANOVA for Organisation Strategy ( $X_1$ )**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.122	1	8.122	98.945	.000 <sup>b</sup>
	Residual	11.574	188	.082		
	Total	19.697	189			
2	Regression	29.575	1	29.575	111.583	.000 <sup>b</sup>
	Residual	37.372	188	.265		
	Total	66.947	189			

*a. Dependent Variable: Employee outcomes (Y)*

*b. Model 1 and 2 Predictors: (Constant),  $X_1$  and  $X_1 * HRM$*

**Table 4.31: Coefficient for Organisation Strategy (X<sub>1</sub>)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
Model 1	(Constant)	2.691	.099		27.320	.000
	Organization Strategy	.198	.031	.420	6.341	.000
Model2	(Constant)	2.574	.096		26.681	.000
	Organization Strategy	.233	.031	.486	7.629	.000

\*Z

*a. Dependent Variable: Employee outcomes*

The findings from Tables 4.30, 4.31 and 4.32 show that the regression coefficient value of R was .420 meaning that one unit of organisational strategy caused 0.420 change in employee outcomes. The coefficient of determination R squared was 0.176. This implied that organizational strategy accounts for 17.6% of change in employee outcome.

The remaining 82.4% can be explained other variables that were not in the model. The relationship between organizational strategy and employee outcomes was statistically significant at p-value of 0.000 which was less than 0.05. The F-value of 98.946, Anova results and t-test of 27.320 results all confirmed the model's goodness of fit and power to explain the relationship between organizational strategy and employee outcomes. On moderation with HRM orientations the value change went up to 0.233 which accounts for 23.3%. This was slightly higher than the direct relationship between organizational strategy and employee outcomes, an indication that the moderation factor enhanced the direct relationship to a higher influence.

The moderated findings are in line with the findings by Koon (2013) where HRM practices particularly HRM orientations were found to be a significant moderator on the relationship between organizational strategy and employee outcomes in private and public manufacturing sectors in Malaysia. The foregoing is further affirmed by (Mulabe et al., 2023; Sagwa et al., 2015). The results are also consistent with a cross section of previous research (Atikiya et al., 2016 & Kimaku et al., 2023; Kubai et al., 2021) who established that organizational strategy has a significant impact on organizational performance as well as employee outcomes. The study findings confirm that Cost reduction, Quality enhancement and Innovation strategies are key drivers of

employee outcomes (Bayraktar et al., 2017; Ulrich, 2020; Jama et al., 2017). Based on the aforementioned results, the null hypothesis ( $H_{01}$ ) that organizational strategy does not significantly influence employee outcomes in Kenya’s Civil Service, was rejected. The alternative hypothesis ( $H_{A1}$ ) that organizational strategy has a significant influence on employee outcomes in Kenya’s Civil Service was accepted.

#### 4.7.2 Organizational Culture and Employee Outcomes

The second hypothesis sought to test the influence of organizational between organizational culture and employee outcomes in the Kenya’s Civil Service Ministries and Departments. **H<sub>02</sub>**: There is no significant relationship between organizational culture and employee outcomes in Kenya’s Civil Service.

**H<sub>a2</sub>**: There is significant relationship between organizational culture and employee outcomes in Kenya’s Civil Service were tested. The findings of the analysis before and after moderation by HRM orientations are presented as follows:

**Table 4.32: Organizational Culture ( $X_2$ ) and Employee Outcomes**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723 <sup>a</sup>	.523	.519	.25821	2.050
2	.772 <sup>a</sup>	.596	.593	.43821	1.893

*Model 1 and 2 Predictors: (Constant)  $X_2$  and  $X_2*Z$   
Dependent Variable: Employee outcomes*

**Table 4.33: ANOVA for Organizational Culture ( $X_2$ )**

Model		Sum Squares	Df	Mean Square	F	Sig.
1	Regression	6.296	1	6.296	187.551	.000 <sup>b</sup>
	Residual	6.301	188	.034		
	Total	12.597	189			
2	Regression	19.771	1	19.771	209.209	.000 <sup>b</sup>
	Residual	17.074	188	.091		
	Total	36.845	189			

*Dependent Variable: Employee outcomes  
Model 1 and 2 Predictors: (Constant),  $X_2$*

**Table 4.34: Coefficients for Organizational Culture (X<sub>2</sub>)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	constant	2.365	.189		12.518	.000		
	organizational culture	.592	.048	.723	12.427	.000	1.000	1.000
2	constant	-1.076	.321		-3.355	.001		
	Organizational culture	1.165	.081	.772	14.409	.000	1.000	1.000

a. *Dependent Variable: Employee outcomes(Y)*

Tables 4.33, 4.34, and 4.35 show that the regression coefficient value of R was 0.72 meaning that one unit of organizational culture account for 0.724 change in employee outcomes.

The coefficient of determination R squared of 0.523 implied that organizational culture explains 52.3% of change in employee outcome. The remaining 47.7% can be explained other variables that were not in the model. The relationship between organizational culture and employee outcomes was statistically significant at the p-value of 0.000 which was less than 0.05. The F-value of 187.55, Anova and t-test all confirmed the model's goodness of fit and power to explain the relationship between organizational culture and employee outcomes. On moderation with HRM orientations, the change in employee outcomes went up to 59.6% of change in employee outcomes. The foregoing showed that the moderation role enhanced the relationship to a higher influence.

The findings are consistent with a study by Lok and Crawford (2004), who established a positive impact of organizational culture on job satisfaction and employee commitment among public sector managers in Australia and Hong Kong. The results are also consistent with findings of a study by Wambugu (2014), who suggested that values and beliefs had a significant effect on employee job performance. The findings also supported the findings by Hakim (2015), who established a positive and significant impact of organisational culture on employee commitment and performance among hospital workers in Indonesia. Adewale and Adeniji (2013), and

Kotter (2018), affirmed that values and beliefs positively impacted employee attitudes and behaviour.

Nongo and Ikyanyon (2012), submitted that employee involvement in organisational activities positively affects their commitment to the organisation, which is certainly facilitated by HRM orientations especially the soft orientation. Workplace values, beliefs, Mission and objectives, as well as superior traits have also been established as key drivers of positive employee outcomes (Wangari, 2016; Darmakati, 2015; Putri et al., 2016; & Prasetya, 2017). The results of this study are also consistent with that of Kimaku et al., (2019). From the findings, there was confirmation of significant statistical relationship between organizational culture, and employee outcomes: The null hypothesis, there is no reassociation between organizational culture and employee outcomes in Kenya’s Civil Service” was rejected while the alternative hypothesis was adopted.

#### 4.7.3 Organizational Structure and Employee Outcomes

The third hypothesis sought to test the relationship between organizational structure and employee outcomes in Kenya’s Civil Service. Corresponding the hypotheses: **H<sub>0</sub>2**: There is no significant association between organizational structure and employee outcomes in Kenya’s Civil Service as well as **H<sub>a</sub>3**: There is significant relationship between organizational structure and employee outcomes in Kenya’s Civil Service were tested. The results of the analysis before and post moderation are provided as follows:

**Table 4.35: Organizational Structure (X<sub>3</sub>) and Employee Outcomes**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723 <sup>a</sup>	.522	.519	.25832	1.756
2	.779 <sup>a</sup>	.607	.604	.43191	1.577

*a. Model 1 and 2 Predictors: (Constant), X<sub>3</sub> and X<sub>3</sub>*

*b. Dependent variable: Employee outcomes (Y)*

**Table 4.36: Organizational Structure (X<sub>3</sub>) ANOVA Output**

Model		Sum Squares	ofDf	Mean Square	F	Sig.
1	Regression	10.182	1	10.182	205.675	.000 <sup>b</sup>
	Residual	9.307	188	.0501		
	Total	19.489	189			
2	Regression	39.641	1	39.641	347.407	.000 <sup>b</sup>
	Residual	21.452	188	.187		
	Total	61.093	189			

*a. Dependent Variable: Employee outcomes (Y)*

*c. Model 1 and 2 Predictors: (Constant), X<sub>3</sub>*

**Table 4.37: Organizational Structure of (X<sub>3</sub>) Coefficient Output**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.760	.158		17.514	.000		
	Organization structure	.516	.042	.723	12.416	.000	1.000	1.000
2	(Constant)	-.338	.263		-1.282	.202		
	Organization structure *Z	1.026	.070	.779	14.761	.000	1.000	1.000

*a. Dependent Variable: Employee outcomes (Y)*

Tables 4.6, 4.7, and 4.8 show that the regression coefficient R was 0.723 meaning that one unit of organizational structure caused a 0.723 change in employee outcomes. The coefficient of determination, R squared value was 0.522 which signified that organizational structure accounted for 52.2 % of the change in employee outcomes. The rest of the 47.8 percent was accounted for by other factors not in the equation. Upon moderation by HRM orientations, the results indicate that the variation in employee outcomes shot to 0.607, which implies 60.7% variability in employee outcomes. The P value was less than 0.5 which signified that the relationship between organizational structure and employee outcomes in Kenya's Civil Service was significantly positive. The F-statistic of 205.675 were significant, the T-test results and Anova all showed that there was goodness of fit in model under study.

Arising from the results of the regression, the null hypothesis that there is no significant association between organizational structure and employee outcomes in

Kenya's Civil Service was rejected. The implication was that there was a significant relationship between organizational structure and employee outcomes in Kenya's Civil Service as well as a significant positive influence of HRM orientations on the relationship between organizational structure and employee outcomes. The foregoing results agree with those of a study by Ibrahim (2014), who studied the impact of organizational structure on employee commitment in public and private sector firms in Jordan. The study had established that all organizational structure dimensions were significantly and positively related to organizational commitment.

This agrees with the results of previous studies that found that organizational structure is a key driver of organizational performance (Omwenga et al., 2017; Tran et al., 2015; Jama et al., 2017). The findings were also in agreement with the findings in a study by Krasman (2014), who established that formalisation and standardisation had a positive effect on employee trust and behaviour in selected industries in Canada. The study's findings also showed that formalisation demonstrated the highest correlation with organisational commitment in private sector firms, while centralisation, which exhibited a hierarchy of authority, was not significantly correlated with organisational commitment. Olubayo (2015), also established a significant correlation between organisational structure and job satisfaction at selected banks in Lagos, Nigeria. The findings of the current study are also consistent with a cross section of researchers who found organizational structure played a key role in employee outcomes (Odhiambo et al., 2016; Arliers et al., 2023; Aosa et al., 2017; Atikiya et al., 2019; Musyoka et al., 2023). From the analysis, the third null hypothesis was rejected while the alternative- there is a significant relationship between organizational structure and employee outcomes in Kenya's Civil Service was accepted.

#### **4.7.4 Organizational Communication and Employee Outcomes**

The fourth objective sought to establish the relationship between organizational communication and employee outcomes. The corresponding hypotheses **H<sub>04</sub>**: There is no significant association between organizational communication and employee outcomes in Kenya's Civil Service as well as the alternative hypothesis- **H<sub>a4</sub>**: There is significant relationship between organisational communication and employee

outcomes in Kenya's Civil Service were tested. The results for regression analysis before and after moderation are presented as follows:

**Table 4.38: Model Summary for Organisational Communication**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.634 <sup>a</sup>	.402	.398	.28904	2.054
2	.820 <sup>a</sup>	.673	.670	.39417	2.052

*a. Model 1 and 2 Predictors: (Constant), X<sub>4</sub> and X<sub>4</sub>\*Z*

**Table 4.39: ANOVA. Organisational Communication**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.917	1	7.917	94.770	.000 <sup>b</sup>
	Residual	11.779	188	.084		
	Total	19.697	189			
2	Regression	45.039	1	45.039	289.881	.000 <sup>b</sup>
	Residual	21.907	188	.155		
	Total	66.947	189			

*a. Dependent Variable: Employee outcomes (Y)*

*b. Model 1 and 2 Predictors: (Constant), X<sub>4</sub>*

**Table 4.40: Regression Coefficients- Organisational Communication**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.100	.166		18.166	.000	1.000	1.000
1	Organizational communication	.408	.042	.634	9.714	.000	1.000	1.000
2	(Constant)	-.297	.226		-1.314	.191	1.000	1.000
2	Organizational communication*Z	.973	.057	.820	16.439	.000	1.000	1.000

*a. Dependent Variable: Employee Outcomes (Y)*

Tables 4.39, 4.40 and 4.41 show that the regression coefficient R value was 0.642 meaning that one unit of organizational communication causes a .642 change in employee outcomes. The coefficient of determination R squared value of .402 depicted that organisational communication accounted for 40.2% of employee outcomes without the moderator variable, 59.8% of the variation in employee outcomes could be explained by other factors besides organizational communication. The P- Values

were  $0.000 < 0.05$ , the F-statistic of 94.77, the t-test and Anova values indicated that the models were fit and significant.

On moderation by HRM orientations, the variation shifted to 67.3% meaning that HRM orientations played a significant moderating role. Arising from the results of the regression, the null hypothesis that there is no significant association between organisational communication and employee outcomes in Kenya's Civil Service was rejected. The findings agreed with those of a study by Kakakhel *et al.*, (2015) who found out that organisational communication had a significant and positive correlation with employee commitment and job satisfaction in private sector organizations in Pakistan. The findings were consistent with those of Aboki (2013) and Ochieng' (2016) who established that organizational communication played a key role in employee instructions and outcomes. Organisational communication in its vertical, horizontal and lateral dimensions is a key tool for managers in enlisting effective facilitation of work and work outcomes (Newstrom, 2018; Armstrong et al., 2018).

#### **4.7.5 Multivariate Regression Analysis**

The fifth objective and hypothesis was to analyse the moderating effect of HRM orientation on the relationship between the independent variable constructs: organizational strategy, organisational culture, organisational structure, and organisational communication and employee outcomes within Kenya's civil service. **H<sub>05</sub>**: The relationship between selected internal organizational capabilities and employee outcomes in Kenya's Civil Service is not moderated by HRM orientations. **H<sub>a5</sub>**: The relationship between selected internal organizational capabilities and employee outcomes in Kenya's Civil Service is moderated by HRM orientations. Tables 4.42, 4.43 and 4.44 present the results of the multiple regression analysis.

**Table 4.41: Overall Model Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.804 <sup>a</sup>	.646	.636	.22480	2.027
2	.901 <sup>a</sup>	.811	.806	.30247	1.976

*Predictors: (Constant), Predictors: (Constant), Organizational communication, Organization culture, Organization structure, Organization Strategy.*

*Dependent Variable: Employee Outcomes*

**Table 4.42: Moderated and Unmoderated Analysis of Variance (ANOVA) Output**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	123.723	4	30.931	89.446	.000 <sup>b</sup>
	Residual	63.974	185	.346		
	Total	186.697	189			
2	Regression	154.321	4	38.580	167.444	.000 <sup>b</sup>
	Residual	42.625	185	.230		
	Total	66.947	189			

*a. Dependent Variable: Employee outcomes*

*b. Predictors: (Constant), Organizational communication, Organization culture, Organization structure, Organization Strategy.*

**Table 4.43: Overall Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Model 1 (Constant)	1.965	.180		10.919	.000		
X <sub>1</sub>	.166	.057	.204	2.912	.004	.528	1.892
X <sub>2</sub>	.277	.063	.339	4.400	.000	.433	2.309
X <sub>3</sub>	.194	.060	.272	3.226	.002	.361	2.772
X <sub>4</sub>	.074	.048	.116	1.542	.022	.463	2.161
Model 2 (Constant)	-1.871	.242		-7.724	.000		
X <sub>1</sub> Z	.232	.076	.154	3.053	.003	.528	1.892
X <sub>2</sub> Z	.380	.085	.252	4.471	.000	.433	2.309
X <sub>3</sub> Z	.274	.081	.208	3.383	.001	.361	2.772
X <sub>4</sub> Z	.509	.064	.429	7.953	.000	.463	2.161

Tables 4:42, 4.43, and 4.44 show results of the analysis of the regression coefficient where that one unit of the combined independent variables R was 0.804.

The coefficient of determination, the R-square was 0.646 meaning that the combined independent variables explained 64.6% of the variations in the dependent variable. In addition to that, in the presence of the moderator, the coefficient of determination, the overall R-square increased from 0.646 to 0.811, meaning that the moderation improved the percentage of change in employee outcomes from 64.6% to 81.1%. The rest of the variation of 18.9% in employee outcomes, could be explained by other factors not captured by the model. The F statistic of 89.446. Anova and t-test at p-value of (0.000), which was less than the expected probability of a 0.05 significance level, indicated that the model had goodness of fit.

These results indicated that the independent variables were good predictors of internal organizational capabilities. These results also showed that a change in either of the variables will certainly lead to a positive change in employee outcomes in the Civil Service in Kenya. Besides that, the moderator, HRM orientations played a key moderating role. The findings are consistent with previous scholar's assertions that moderation plays a key role in enhancing direct relationships between independent variables and dependent variables such as the case of HRM orientations, internal organizational capabilities and employee outcomes (Kabui et al., 2012; Wangari, 2016; Umar, 2019; Buberwa et al., 2024; Hofstede. 2019 & Kimaku et al., 2019). The bundled approach whereupon HR practices and strategies are configured together as envisioned in literature is key to organizational competitiveness and success (Nzulwa et al., 2014; Mwita et al., 2024). Previous scholars have used this approach with resounding positive and significant results (Jama et al., 2017; Wagana et al., 2016; Armstrong et al., 2018; Musyaka, et., 2024; Buberwa et al., 2024).

The summary of the hypotheses test results is captured in Tables 4.44 and 4.45

**Table 4.44: Overall Regression Coefficients without Moderator**

<b>Hypotheses</b>	<b>t- value</b>	<b>Sig value</b>	<b>Decision</b>
$H_0: \beta_1 = 0$ $H_1: \beta_1 \neq 0$	2.930	.004	Reject $H_0$
$H_0: \beta_2 = 0$ $H_1: \beta_2 \neq 0$	4.400	.000	Reject $H_0$
$H_0: \beta_3 = 0$ $H_1: \beta_3 \neq 0$	3.226	.002	Reject $H_0$
$H_0: \beta_4 = 0$ $H_1: \beta_4 \neq 0$	1.554	.022	Reject $H_0$

**Table 4.45: Overall Regression Coefficients with Moderator**

<b>Hypotheses</b>	<b>t- value</b>	<b>Sig value</b>	<b>Decision</b>
$H_0: \beta_1 = 0$ $H_1: \beta_1 \neq 0$	3.035	.003	Reject $H_0$
$H_0: \beta_2 = 0$ $H_1: \beta_2 \neq 0$	4.482	.000	Reject $H_0$
$H_0: \beta_3 = 0$ $H_1: \beta_3 \neq 0$	3.385	.001	Reject $H_0$
$H_0: \beta_4 = 0$ $H_1: \beta_4 \neq 0$	7.902	.000	Reject $H_0$

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter presents a summary of the findings as per the research objectives. It also offers conclusions based on the presented findings and recommendations to various stakeholders in order to make human resource management practices more relevant in the civil service and enhance their service delivery to excellence.

#### **5.1 Summary of the Study**

This study aimed at establishing the role of HRM orientations on the relationship between selected internal organizational factors and employee outcomes in Kenya's Civil Service Ministries and State Departments. The findings of the study are summarized as follows.

##### **5.1.1 Organizational Strategy and Employee Outcomes**

The first specific objective sought to analyse the relationship between organizational strategy and employee outcomes in Kenya's Civil Service. The findings indicated that organisational strategy significantly and positively influenced employee outcomes within Kenya's civil service. Consequently, an enhancement in organisational strategy leads to improvements in employee outcomes. Moreover, it was established that HRM orientations strengthen the relationship between organisational strategies and employee outcomes. These results suggest that formulating an effective organizational strategy is crucial to realising positive employee job satisfaction, high commitment levels and overall work outcomes. Moreover, integrating HRM orientations was found to further strengthen this relationship towards efficient service delivery within the Civil Service.

### **5.1.2 Organizational Culture and Employee Outcomes**

The second objective was to determine the relationship between organisational culture and employee outcomes in Kenya's civil service. The findings indicated that internal organisational culture significantly positively impacted employee outcomes within the Civil Service in Kenya. HRM orientations were identified as having a significantly positive moderating effect on the relationship between organisational culture and employee outcomes, thereby intensifying its significance. These results suggest that cultivating a positive organisational culture is crucial for enhancing employee performance and outcomes. Moreover, it highlights the importance of integrating effective HRM orientations to further strengthen this relationship, ultimately leading to improved service delivery within the Civil Service.

### **5.1.3 Organizational Structure and Employee Outcomes**

The third objective focused on assessing the influence of organisational structures on employee outcomes. The results indicated that organisational structures significantly and positively affected employee outcomes in Kenya's civil service. The findings indicated that HRM orientations significantly and positively moderated the relationship between organisational structures and employee outcomes. This highlights the importance of aligning HRM practices with the organisational framework to enhance employee satisfaction, employee commitment and overall employee work outcomes. Consequently, this can lead to enhanced service delivery in Kenya's civil service.

### **5.1.4 Organizational Communication and Employee Outcomes**

The fourth objective was to evaluate the relationship between organisational communication and employee outcomes in Kenya's civil service. The study findings indicated that organisational communication significantly positively influenced employee outcomes in Kenya's Civil Service. The findings indicated that HRM orientations positively and significantly moderated the relationship between organisational communication and employee outcomes within Kenya's Civil Service.

This suggests that effective communication strategies can enhance employee performance and work outcomes. Consequently, implementing robust communication frameworks may lead to improved overall effectiveness and productivity within the civil service sector in Kenya.

### **5.1.5 Internal Organizational Capabilities, HRM Orientations, and Employee Outcomes**

The fifth objective of this study was to evaluate the moderating role of human resource management orientations in the relationship between selected internal organisational capabilities and employee outcomes within Kenya's Civil Service. The findings indicated that HRM orientation significantly and positively influenced the relationship between internal organisational factors and employee outcomes in Kenya's civil service. The findings further indicate that the combined influence of organisational strategy, culture, structure, and communication on employee outcomes in Kenya's Civil Service exceeds the individual effects of the factors. This underscores the importance of a holistic approach to HRM, suggesting that the synergistic integration of these elements can lead to enhanced employee performance and work outcomes.

## **5.2 Recommendations of the Study**

This study makes the following recommendations in line with its objectives, findings and the conclusions made.

### **5.2.1 Organizational Strategy and Employee Outcomes**

The study recommends that the civil service should formulate and enhance organisational strategy in order to enhance efficiency in the nature of positive employee outcomes for purposes of creating a competitive advantage for an organisation. Organisational strategy drives employee behaviour that is essential for organisational performance. It is complex for any organisation to develop and offer valuable service unless there are strategies that match its operations. Cost-effective, high-quality, and innovative strategies are key to fostering employee outcomes.

Cost-effective strategies safeguard against excessive expenditures on management and service delivery costs in the civil service. Innovative strategies motivate staff towards proactive service delivery. From the foregoing, it is recommended that management in Kenya's Civil Service ought to consider any changes in organisational strategy that will spur the service towards better employee outcomes. Changes in organisational strategy should be enhanced through training and employee involvement in order to enact job satisfaction and employee commitment, which are part of employee outcomes.

### **5.2.2 Organizational Culture and Employee Outcomes**

The study recommends that the civil service as well as the government consider fine-tuning organisational culture in the service by embracing positive cultural practices as reflected in artefacts, mission statements, logos and core values. Further, the civil service should enhance the documentation of the values of professionalism, team spirit, creativity and innovation, which have the proven ability to enhance employee outcomes. Additionally, the civil service needs to embrace ways of building positive culture within the organisation through trust, loyalty and commitment in appreciation for the rewards and benefits received from the organisation and the culture an organisation has put in place. It is recommended that management in Kenya's Civil Service should formulate a supportive culture that is people-orientated and demonstrated in collaborative work teams, get-together parties, welfare activities, recognition and rewards. Changes in organisational culture should have clarity of values and beliefs, innovative cultural practices and a standardised way of doing things to enhance employee job satisfaction and organisational commitment.

### **5.2.3 organizational Structure and Employee Outcomes**

The study concludes that the civil service should put in place mechanisms to delimit the challenges linked to highly bureaucratic and centralised organisational structures where communication flows mainly from the top down. It is recommended that management in the Civil Service and other government departments consider a review of the highly bureaucratic structures to reduce negative influence on employee job satisfaction and employee commitment.

It is further recommended that changes be introduced in highly centralised organisational structures since they slow down decision-making and hinder chances of creativity, employee autonomy and self-actualisation. It is recommended that formalised organisational structures should be maintained with defined duties and responsibilities, career guidelines and autonomy in decision-making. A formalised structure has documented rules and regulations, work manuals and procedures which guide employee outcomes.

#### **5.2.4 organizational Communication and Employee Outcomes**

The study recommends that the civil service enhances free flow of information and feedback which drive employee outcomes. Employee-supervisor communication modifies employee behaviour towards commitment to the organisation, especially when employees are involved in organisational activities. It is recommended that communication managers in ministries and departments in the Civil Service should review organisational communication strategies so that the formal communication structure exists alongside the informal communication networks. The study also recommends that there should be vertical communication to enhance employee outcomes in ministries and state departments.

#### **5.2.5 Internal Organizational Capabilities, HRM Orientations and Employee Outcomes**

The study recommends that the civil service assess the benefits of HRM orientations in enhancing the relationship between specific internal capabilities and employee outcomes. It advocates for the alignment of HRM policies and practices with the internal work environment of Kenya's Civil Service. State departments should aim to incorporate both soft and hard HRM practices, considering that many organisations often prefer a singular approach; a blend of both is deemed advantageous. A bundled approach incorporating the study's independent sub-variables (organisational strategy, organisational culture, organisational communication, and organisational structure) is recommended for the civil service to improve employee outcomes. Additionally, the combination of the four internal organisational capabilities would be further augmented by both soft and hard HRM orientations.

This integrated strategy could lead to a more cohesive work environment, fostering both individual and collective performance. By aligning these elements with effective HRM practices, the civil service can create more dynamic organisational frameworks.

### **5.3 Implications of the Study**

The results of this study carry serious implications for theory, practice, and policy. The findings offer valuable insights for managers and policymakers in the civil service, HRM managers, scholars, and researchers, as well as for the general public. This, in turn, may lead to more effective strategies and practices that enhance employee outcomes and improve public service delivery. As a result, we expect a ripple effect that will encourage continuous learning and adaptation within the civil service and beyond. These implications are presented here emphasising the interconnectedness of these areas, we aim to cultivate a more informed dialogue among stakeholders.

#### **5.3.1 Implications to Theory**

The research was based on several theories, including contingency theory, organisational theory, universalistic theory, and social exchange theory. These theories contributed to the formulation of the study's conceptual model, a distinct arrangement of internal organisational capabilities, HRM orientations, and employee outcomes. This configuration is crucial for enhancing the theoretical comprehension of specific theories and their configurations; thus, it constitutes an extension of theory in itself. Scholars and researchers in human resource management can use this model to conduct further studies and/or conceptualise their studies. Using the model as a basis, future empirical research can examine how various organisational contexts may affect employee outcomes. Using this conceptual framework, researchers can further explore the dynamic interaction between HRM practices and organisational performance across diverse sectors beyond the civil service. This exploration could lead to valuable insights into the adaptability of HRM strategies in response to changing organizational landscapes.

### **5.3.2 Managers and Leaders in Kenya's Civil Service**

The researchers demonstrated that the selected organisational capabilities exert a synergistic effect on employee outcomes, particularly regarding job satisfaction and commitment. The research also revealed that a positive organisational culture, effective organisational structures, and clear communication are critical factors influencing employee outcomes. Enhancing these capabilities can assist the civil service in achieving its established objectives, thereby fulfilling the aspirations outlined in the Constitution of Kenya (2010) and Kenya's Vision 2030. Employee involvement in governmental reform initiatives can enhance their job satisfaction and commitment within the civil service. Civil service managers and leaders must understand and appreciate the synergy between the chosen organisational capabilities and HRM orientations in order to improve sector performance and employee outcomes. Consequently, the civil service can meet the demands of modern-day public-sector dynamics while anticipating future needs, ensuring sustained excellence in public service delivery.

### **5.3.3 Implication for Practice and Policy**

The civil service in Kenya continues to undergo numerous reforms and transformations due to rapid changes in the global market. The interface between internal organisational capabilities and employee outcomes, as well as the role of HRM orientations in this relationship, remains beneficial to policymakers in Kenya's civil service. Top policymakers can use the findings of this study to enhance various practical interventions towards improving service delivery especially in regard to the built of internal organizational capabilities, and choice of HRM orientations.

The civil service can either create new policies or review existing ones to align with the goal of enhancing value through internal organisational capabilities and HRM orientations. Such strategic policy adjustments could lead to a more responsive and efficient civil service, ultimately fostering a culture of responsibility and accountability in employee outcomes.

Prioritising the development of internal organizational capabilities, the civil service can proactively strengthen the foundation of efficient HRM policies, encourages active and better HR practices for impactful results and work outcomes excellence.

#### **5.3.4 Academia and Researchers**

The study's findings indicate considerable scope for empirical research on organisational capabilities and employee outcomes. This study has expanded empirical research in strategic HRM and HRM orientations, supplying advantageous insights for HRM scholars and researchers. Furthermore, the implications of these findings indicate that organisations should prioritise the advancement of their HRM practices to improve employee satisfaction, job commitment and overall work performance. Consequently, forthcoming research may explore the precise mechanisms by which these capabilities can be efficiently implemented and assessed. Academicians and researchers may also want to further scrutinise the study to potentially identify gaps or clarity on the causal relationships in HRM aspects. Future enquiries could lead to more customised HRM strategies that foster a positive organisational climate. By examining these dynamics over time, researchers can provide actionable insights that benefit both employees and employers alike.

#### **5.4 Contribution to Knowledge**

The research has enhanced our understanding of internal organisational capabilities, HRM orientations, and employee outcomes. The study's results indicate a substantial correlation between organisational factors and employee outcomes which therefore empirically shows that human resource management practices significantly influence the relationship between organisational factors and employee outcomes in Kenya's Civil Service. This study has also proven that the combined influence of organisational strategy, culture, structure, and communication exceeds the individual effect of these factors on employee outcomes within Kenya's Civil Service.

These findings highlight the significance of a comprehensive approach to human resource management, suggesting that the synergistic integration of diverse organisational components can improve employee satisfaction and performance. No

study known to the researcher had previously revealed the bundle of the study's variables' configurations information and knowledge. The insights of the study can facilitate more focused interventions designed to improve employee satisfaction and productivity. Moreover, cultivating a heightened awareness of the internal organizational capabilities may promote a more supportive and inclusive work culture and excellence within the civil service.

### **5.5 Suggestions for Further Research**

This study was confined to the selected operationalisation of internal organisational capabilities, the soft and hard HR orientations as well as the duo indicators of job satisfaction and employee commitment of employee outcomes. It is therefore suggested that future researchers can extent the operationalisation beyond the four indicators of internal organisational capabilities, the two indicators of HRM orientations and the two indicators of employee outcomes utilised in this research.

The literature review pointed to paucity of studies examining the relationship between internal organisational capabilities, and employee outcomes, especially the bundled configuration. The foregoing underscores the necessity for further research to enhance the empirical literature in this area and linkage. This study's findings provide fresh insights into strategic human resource management, prompting a need for more research on internal organisational capabilities, and employee outcomes. The aforementioned is a domain that future academics may explore and elaborate upon in diverse scopes and circumstances. This research advocates for additional investigations into the correlation between corporate culture, and employee engagement, potentially revealing new dimensions that could enhance theoretical frameworks and actual implementations. Future research may examine the long-term effects of strategic HRM practices on performance measures, resulting in a deeper comprehension of their lasting significance.

Future researchers may employ alternative conceptual and methodological frameworks outside the descriptive cross-sectional survey methodology to enhance the existing body of knowledge in human resource management. This study was conducted within the civil service in Kenya; subsequent research might be performed

in other sectors, such as the private sector, and in different contexts outside of Kenya for comparative analysis. A future study may potentially explore alternative conceptualisations, methodologies, scopes, and populations. The present study can also be replicated in alternative circumstances.

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## APPENDICES

### Appendix I: Introduction Letter

#### RE: Data Collection

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The data collection being undertaken is for the purpose of a PhD study at Jomo Kenyatta University of Agriculture and Technology (JKUAT). The information gathered will assist research thesis in the completion of Thesis, which is part of the Doctorate Degree. The title of the research study is **“Selected Internal Capabilities, Human Resource Orientations and Employee Outcomes of Kenya’s Civil Service”**

I will appreciate your participation in this research by giving the necessary data for completion of the research. The information you provide will be used for purposes of this study only.

Thank you for your support.

Pamela Ndengu Woyengo

Researcher

## **Appendix I: Data Collection Instrument**

### **Survey Questionnaire**

The questionnaire contains seven sections : A, B, C, D, E, F and G

Explanations are provided at the beginning of each section. The information you give has be as accurate as possible because it will contribute to the success of this study. Kindly take a few minutes to complete.

#### **Section A: BIOGRAPHIC DATA**

1. Name \_\_\_\_\_ of \_\_\_\_\_ your  
Ministry.....
2. Name \_\_\_\_\_ of \_\_\_\_\_ your \_\_\_\_\_ state  
department.....
3. Your Gender: Male [  ] Female [  ]
4. Your employment status: Permanent [  ] Local Agreement [  ]
5. Your Grade/ Job Group [  ]
6. Number of years worked in the state department. Tick appropriately.

Less than 5 years [  ]

5-10 years [  ]

11-15years [  ]

Above 15 years [  ]

#### **Section B: ORGANIZATIONAL STRATEGY**

The statements in this section provide the strategies practiced in Government Ministries and State departments and their influence on employee outcomes. Using your own experience, indicate to what extent the statements reflect the type of strategies in your department.

Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

	<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1.	Service delivery in my state department is cost effective					
2.	Our state department strives to reduce costs on service delivery by outsourcing of non-core services					
3.	My state department considers customer feedback in service delivery					
4.	My state department responds to changes in service delivery					
5.	Employees in my state department have a sense of urgency about the need to deliver quality service.					
6.	New and improved ways of doing work have been implemented in my state department					
7	Employees in my state department are involved in developing plans for improving quality					
8	My state department supports opportunities for new and improved ways of doing work					
9	Innovation and risk taking are encouraged and rewarded in my state department.					

**Section C: ORGANIZATIONAL CULTURE**

This section provides statements on influence of internal organizational culture on employee outcomes. Indicate the degree to which the statements describe the culture practiced in your department. Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I understand the values and beliefs of our state department					
2.	The values and beliefs of our state department promote teamwork					
3.	The values and beliefs in our state department encourage trust					
4.	The management in our state department looks to me for suggestions and leadership					
5.	It is expected that each individual is cared for when making decisions in our state department					
6.	Employees in our state department are involved in developing plans for improving quality					
7.	Our state department has a friendly work environment where support and participation is encouraged					
8.	Employees in our state department understand the mission, goals and objectives of our department					
9.	There is focus on the mission, procedures and objectives in work performance					

**SECTION D: ORGANIZATIONAL STRUCTURE**

The following statements denote types of organizational structure. Indicate the extent to which each statement describes the type of structure in your state department.

Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Decisions in my state department are made at the top management level					
2	My state department has large number of written rules and regulations on job performance					
3	Employees in my state department conform to the documented standards of conduct					
4	My state department has clear levels of responsibility and accountability					
5	Employees in our state department obey the laid down rules and regulations in job performance.					
6	In my state department, I ask my supervisor before I can do any work					
7	We have clear levels of responsibility and accountability in our state Department					
8	It takes less time to talk to top management about					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	certain issues in our state department					
9	The chain of command in our state department slows down decision making process					

### SECTION E: ORGANIZATIONAL COMMUNICATION

This section provides statements on internal communication in your state department. Communication is defined as the exchange of information and ideas to create organizational identity. Indicate the degree to which the statements describe the communication practiced in your state department. Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I feel comfortable to talk directly to members of top management in our state department.					
2	I feel comfortable sharing information directly with members of top management in our state department					
3	I receive timely information about the requirements of my job our state department					
4	I receive concise communication about the policies and objectives of my state department					
5	Communication in my state department motivates me towards meeting my goals					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6	Other departments in our state department readily share relevant information with my department					
7	The information I receive from departmental meetings I attend is useful to my job					
8	I receive timely information needed to perform my duties					
9	There are proper communication channels in our state department for handling conflicts and grievances					
10	Publications and internal e-mails in our state department are important and helpful to me					

## SECTION F: HRM ORIENTATIONS

The following statements refer to HRM practices in your state department. Indicate the extent to which your state department applies the practice Where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree 1= Strongly Disagree

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	New employees in our state department are recruited at entry level					
2	Selected employees have adequate knowledge about the job					
3	Employees are recruited on					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	temporary and permanent terms					
4	New employees in our state department are taken through extensive induction process					
5	Training and development in our state department is linked to employee needs and departmental needs					
6	Employees in our state department are given opportunity to discuss the training they require					
7	Employee training in our state department is for performance improvement					
8	There is continuous investment in employee skills in my state department					
9	Employees in our state department participate in setting of their performance targets					
10.	I frequently discuss with my supervisor regarding my targets and work performance					
11.	Performance appraisal process in our state department is open, participatory and transparent					
12.	My supervisor helps me to achieve my career development by providing					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	continual coaching and mentorship					

## SECTION G: EMPLOYEE OUTCOMES

The following statements relate to how you feel about your state department and your job. Indicate your choice by placing a tick (✓) in the spaces shown. where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1= Strongly Disagree.

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	<b>Job Satisfaction</b>					
1.	I generally enjoy my job.					
2.	I feel happy with my colleagues in our state department					
3.	I trust my immediate supervisor					
4.	I have a sense of personal responsibility for all the tasks I commit to undertake in my state department					
	<b>Departmental Commitment</b>					
	<b>Affective</b>					
5.	I enjoy talking to people from outside about our state department					
6.	I feel a strong sense of belonging to our state department					
7.	I will be very happy to spend the rest of my career in our state department					
	<b>Normative</b>					
8.	I have a sense of responsibility in being part of our state department					

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
9.	Our state department deserves my loyalty					
10.	It would not feel right to leave our state department					
11.	I would recommend our state department as a good place to work					

## Appendix II: Summary of Research Gaps

Author and Year	Focus	Findings	Research Gap
Koon, V.Y. (2013)	Interactive effect of business strategies and HRM practices on employee outcomes in both Public and Private limited companies in Malaysia	HRM practices had a significant effect on the the relationship between business strategy and employee outcomes.	Future research should examine other organizational factors to determine their influence on employee outcomes.
Kehoe, R.R. and Wright, P.M. (2013)	Impact of High-Performance Human Resource Practices (HPPHRP) on employees' attitudes and behaviours.	Employee perceptions of human resource practices at Job Group level had significant impact on employee outcomes.	Relied on employee self-reports of employee outcomes. This study analysed reports from management, employee satisfaction surveys, service charters and strategic plans.
Ibrahim, M. A. (2014)	Impact of organizational structure on organizational commitment: a comparison between Public and Private sector firms in Jordan	Formalization, centralization and standardization have an impact on organizational commitment. Hierarchy of authority did not relate to organizational commitment	Future studies should examine the role of culture in the relationship between structure and employee attitudes and behavior.
Nongo, E.S. and Ikyanyon, D. N. (2012)	Influence of corporate culture on employee commitment to the organization	Involvement and adaptability significantly correlated with commitment while consistency and mission did not correlate with commitment	Study involved one aspect of internal organizational factor on employee outcome in small and medium firm organizations in Nigeria.  Current study shall examine the influence of single and combination of internal organizational factors on employee outcomes

<b>Author and Year</b>	<b>Focus</b>	<b>Findings</b>	<b>Research Gap</b>
Olubayo, T. O. (2015).	Effects of organizational structure on job satisfaction in the Nigerian financial sector	There is correlation between organizational structure and optimum job satisfaction, particularly recognition	Focused on single variable of organizational factors and single variable of employee outcomes in financial sector in Nigeria.  Current study shall examine a combination of variables in a Public sector in Kenya
Kidombo, K'Obonyo and Christopher Gakuu, (2012)	Human Resource Strategic Orientation and Organizational Commitment outcome in the manufacturing sector in Kenya	Significant positive relationships between soft and hard orientations and affective and continuance commitment. Negative relationship with normative commitment	Future research should examine other forms of employee outcomes. Future research should examine other sectors of the economy. Future research should extend data collection techniques.
Sagwa, E.V., K'Obonyo, P. and Ogutu, M. (2015)	Effect of HRM practices on employee outcome; firms listed on the Nairobi securities Exchange.	HRM practices have a significant effect on employee outcomes	Employee outcomes were based on perceptions of individual employees. Future research should be conducted with different population and different sectors or industries.

### Appendix III: Measurement of Study Variables

Variable	Indicators	Measurement	Question Item
<p><b>Organizational Strategy:</b></p> <p>Schuler and Jackson (1987) typologies of organizational competitive advantage strategies.</p>	<p><b>Cost Effectiveness:</b> measures put in place by organization to minimize cost of product or service delivery, such as equipping employees with new knowledge and skills to gain work competences, assessment of service charter to establish time taken to provide services and products, controls on usage of equipment and stores, effectiveness in service delivery by use of technology.</p> <p><b>Quality control:</b> the norms and standards of service delivery such as circulars and work procedures, documentation of work processes, service improvement methods in the last three (3) years, assessment of quality control ISO standards in place. Role of staff in efforts to improve service</p> <p><b>Innovative strategies:</b></p> <p>Reforms in the last three (3) years of service delivery</p> <p>New programmes and services put in place such as on-line recruitment, Skype interviews, inter country conferences, rapid service delivery, brand identification, reputation the organization has, research and inventions, new equipment, use of technology, feedback on efficient service, improvements on quality of service, products, recruitment of experienced staff, new skills acquisition</p>	<p>5-point Likert type scale</p>	<p>Section B</p>

Variable	Indicators	Measurement	Question Item
<b>Organizational culture</b>	<p><b>Values and beliefs:</b> adoption of values, rules, procedures for consistency</p> <p><b>Supportive culture:</b> social relationships- welfare activities, recognition and rewards, get together parties, work teams, social responsibilities.</p> <p><b>Mission and objectives:</b> shared purpose, objectives and goals, structures, logos, letterheads, branding, corporate colours.</p>	5-point Likert Type Scale	Section C
<b>Organizational Structure</b>	<p><b>Centralization-</b> (i) hierarchy of authority in the structure- extend to which employees rely on supervisors in decision making</p> <p>(ii) decision making- levels at which employees are involved in decision making</p> <p><b>Formalization:</b> rule observation- supervision to ensure adherence to rules and regulations, work performance standards prescribed in job descriptions and job specifications, job codification.</p> <p><b>Span of control:</b> the number of employees a manger can efficiently and effectively manage, leadership and support in the span of control.</p>	5point Likert scale and open-ended questions	Section D
<b>Organizational Communication</b>	<p>Communication channels, content of information vertical, horizontal, lateral methods, feedback mechanism</p> <p>Communication materials- newsletters, journals, annual reports, notices</p>	5-point Likert Type Scale	Section E



<b>HRM Orientation</b>	<b>Soft HRM Orientation</b>	<b>Hard HRM Orientation</b>	<b>Measurement</b>	<b>Question Item</b>
<b>Performance Management</b>	<p>competencies encouraged for growth and accomplishment of organizational targets</p> <p>- wide communication channels to create trust</p> <p>-economic exchange relationship</p> <p>-Performance related pay to monitor output</p> <p>-timely feedback for improvement</p>	<p>- limited training and development</p> <p>-low communication channels, participative work assessment</p> <p>-feedback for punitive measures on mediocre performance</p> <p>Relationship with supervisor and co-workers, compensation for work done</p>		
<b>Dependent Variable</b>	<p><b>Job Satisfaction</b></p> <p><b>Organizational Commitment</b></p>	<p>Communication survey, Job satisfaction survey questionnaire: satisfaction with supervisors and colleagues</p> <p>organizational commitment (<b>Affective</b> – strong identification with organization)</p>		<p>Section G</p> <p>Likert and open-ended questions</p> <p>Allen and Meyer (1990) communication instrument</p>

HRM Orientation	Soft HRM Orientation	Hard HRM Orientation	Measurement	Question Item
		<p><b>Continual</b> - leaving the organization is costly.</p> <p><b>Normative-</b> Feel a sense of responsibility-right thing to do, morally)</p> <p>The Meyer and Allen (1991) aspects of organizational commitment-need/ want/ ought to remain.</p>		

## Appendix IV: Sampling Frame

### List of Ministries and State Departments

No	Ministries	State Department
1.	Trade and Industry	1. Investment & Industry 2. Cooperatives 3. Trade
2.	Devolution and Planning	4. Devolution 5. Planning and Statistics 6. Special Programmes
3.	Information	7. Broadcasting 8. ICT and Innovation
4.	Sports and Culture	9. Sports Development 10. Arts and Culture
5.	Education	11. Basic Education 12. University Education 13. Vocational and Technical Training
6.	Labour and Social Protection	14. East African Community 15. Labour 16. Social Protection
7.	Transport and Housing	17. Transport 18. Infrastructure 19. Housing 20. Maritime and Shipping 21. Public Works
8.	Water and Natural Resources	22. Water 23. Irrigation 24. Environment 25. Natural Resources
9.	Energy and Petroleum	26. Energy 27. Petroleum
10.	Agriculture	28. Agriculture 29. Livestock 30. Fisheries and Blue Economy
11.	Public Service, Youth and Gender Affairs	31. Public Service and Youth Affairs 32. Gender Affairs 33. Correctional Services 34. Interior Affairs 35. State House 36. Cabinet office 37. Office of Deputy President
12.	Justice	38. State law 39. Justice

Source: Government Printer, 2016

## Appendix V: Correlation Matrix

### IDENTITY CORRELATION MATRIX

#### Identity Correlation Matrix for Organizational Strategy (OS)

	OS1	OS2	OS3	OS4	OS5	OS6	OS7	OS8	OS9
OS1	1.000	.459	.252	.334	.265	.062	.282	.078	.312
OS2	.459	1.000	.395	.300	.295	.230	.343	.230	.321
OS3	.252	.395	1.000	.384	.315	.266	.407	.294	.307
OS4	.334	.300	.384	1.000	.425	.373	.404	.218	.441
OS5	.265	.295	.315	.425	1.000	.435	.412	.235	.388
OS6	.062	.230	.266	.373	.435	1.000	.587	.320	.330
OS7	.282	.343	.407	.404	.412	.587	1.000	.452	.496
OS8	.078	.230	.294	.218	.235	.320	.452	1.000	.459
OS9	.312	.321	.307	.441	.388	.330	.496	.459	1.000

a. Determinant = .073

#### Identity Correlation Matrix for Organization Culture (OC)

	OC1	OC2	OC3	OC4	OC5	OC6	OC7	OC8	OC9
OC1	1.000	.198	.149	.496	.398	.081	.255	.404	.380
OC2	.198	1.000	.366	.386	.227	.448	.210	.347	.371
OC3	.149	.366	1.000	.494	.385	.597	.413	.379	.484
OC4	.496	.386	.494	1.000	.579	.423	.409	.475	.563
OC5	.398	.227	.385	.579	1.000	.391	.427	.352	.457
OC6	.081	.448	.597	.423	.391	1.000	.391	.319	.394
OC7	.255	.210	.413	.409	.427	.391	1.000	.434	.408
OC8	.404	.347	.379	.475	.352	.319	.434	1.000	.709
OC9	.380	.371	.484	.563	.457	.394	.408	.709	1.000

a. Determinant = .028

	HRM1	HRM2	HRM3	HRM4	HRM5	HRM6	HRM7	HRM8	HRM9	HRM10
HRM1	1.000	.594	.494	.352	.371	.370	.476	.476	.293	.424
HRM2	.594	1.000	.524	.578	.446	.326	.461	.447	.238	.247
HRM3	.494	.524	1.000	.330	.366	.509	.531	.389	.399	.454
HRM4	.352	.578	.330	1.000	.700	.421	.421	.393	.195	.341
HRM5	.371	.446	.366	.700	1.000	.559	.543	.500	.270	.359
HRM6	.370	.326	.509	.421	.559	1.000	.596	.313	.224	.438
HRM7	.476	.461	.531	.421	.543	.596	1.000	.465	.359	.411
HRM8	.476	.447	.389	.393	.500	.313	.465	1.000	.415	.288
HRM9	.293	.238	.399	.195	.270	.224	.359	.415	1.000	.443
HRM10	.424	.247	.454	.341	.359	.438	.411	.288	.443	1.000

a. Determinant = .011

**Identity Correlation Matrix for Organization Structure (OST)**

	OST1	OST2	OST3	OST4	OST5	OST6	OST7	OST8	OST9
Correlation OST1	1.000	.462	.422	.476	.218	.374	.255	.282	.219
OST2	.462	1.000	.509	.554	.396	.374	.216	.140	.322
OST3	.422	.509	1.000	.596	.430	.473	.415	.240	.418
OST4	.476	.554	.596	1.000	.563	.528	.386	.226	.401
OST5	.218	.396	.430	.563	1.000	.560	.424	.497	.312
OST6	.374	.374	.473	.528	.560	1.000	.439	.358	.501
OST7	.255	.216	.415	.386	.424	.439	1.000	.264	.350
OST8	.282	.140	.240	.226	.497	.358	.264	1.000	.404
OST9	.219	.322	.418	.401	.312	.501	.350	.404	1.000

a. Determinant = .032

**Identity Correlation Matrix for Organization Communication (OCM)**

	OCM1	OCM2	OCM3	OCM4	OCM5	OCM6	OCM7	OCM8	OCM9
Correlation OCM1	1.000	.559	.461	.632	.454	.425	.422	.399	.411
OCM2	.559	1.000	.624	.616	.481	.263	.380	.382	.478
OCM3	.461	.624	1.000	.583	.460	.314	.324	.381	.391
OCM4	.632	.616	.583	1.000	.674	.353	.374	.506	.487
OCM5	.454	.481	.460	.674	1.000	.322	.380	.468	.499
OCM6	.425	.263	.314	.353	.322	1.000	.441	.487	.354
OCM7	.422	.380	.324	.374	.380	.441	1.000	.641	.548
OCM8	.399	.382	.381	.506	.468	.487	.641	1.000	.513
OCM9	.411	.478	.391	.487	.499	.354	.548	.513	1.000

a. Determinant = .014

**Identity Correlation Matrix for Employee Outcomes (EMP)**

		EMP 1	EMP 2	EMP 3	EMP 4	EMP 5	EMP 6	EMP 7	EMP 8	EMP 9	EMP 10	EMP 11	EMP 12	EMP 13	EMP 14	EMP 15
Correlation	EMP1	1.000	.379	.422	.351	.459	.304	.331	.060	.077	.083	.047	.137	.057	.126	.018
	EMP2	.379	1.000	.363	.279	.361	.213	.451	-.068	.019	.047	.078	.051	-.042	.205	.035
	EMP3	.422	.363	1.000	.412	.392	.296	.416	.028	.042	-.038	.010	.109	.026	.115	.000
	EMP4	.351	.279	.412	1.000	.702	.341	.320	.009	.026	.082	.058	.045	-.057	.071	-.017
	EMP5	.459	.361	.392	.702	1.000	.371	.449	-.006	.002	.008	-.007	.022	-.082	.085	-.009
	EMP6	.304	.213	.296	.341	.371	1.000	.457	.139	.054	.070	-.005	.117	.067	.183	-.026
	EMP7	.331	.451	.416	.320	.449	.457	1.000	.043	.075	.088	.052	.125	.117	.278	-.069
	EMP8	.060	-.068	.028	.009	-.006	.139	.043	1.000	.354	.351	.267	.203	.220	-.012	.040
	EMP9	.077	.019	.042	.026	.002	.054	.075	.354	1.000	.433	.501	.463	.541	.107	-.038
	EMP10	.083	.047	-.038	.082	.008	.070	.088	.351	.433	1.000	.376	.452	.508	.112	.032
	EMP11	.047	.078	.010	.058	-.007	-.005	.052	.267	.501	.376	1.000	.357	.390	.178	-.029
	EMP12	.137	.051	.109	.045	.022	.117	.125	.203	.463	.452	.357	1.000	.577	.080	.035
	EMP13	.057	-.042	.026	-.057	-.082	.067	.117	.220	.541	.508	.390	.577	1.000	.087	.045
	EMP14	.126	.205	.115	.071	.085	.183	.278	-.012	.107	.112	.178	.080	.087	1.000	.297
	EMP15	.018	.035	.000	-.017	-.009	-.026	-.069	.040	-.038	.032	-.029	.035	.045	.297	1.000
	EMP16	.057	.138	.175	.088	.103	.115	.120	-.031	-.077	.017	-.005	.008	.013	.238	.322

Determinant = .01