Impact of Human Resource Policy Implementation on Service Delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya

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ABSTRACT

Efficient implementation of policies has a crucial function in improving service delivery in the public and private domains. The success of policy execution directly impacts how much the policy contributes to enhancing service delivery. To achieve high-quality, efficient, and timely service delivery, the Directorate has adopted a strategy of revamping, retooling, and continuous learning. The Office of the Director of Public Prosecutions (ODPP) follows the Excellence Charter and adheres to the ODPP Strategic Commitments for the period 2020-2023. In this context, the researcher focused on examining the impact of human resource policy implementation on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya. Implementation Theory and Organizational Culture Theory guided the study. Descriptive research design was utilized. The target population was 198 individuals working within the ODPP Western Region of Kenya. Individual respondents were selected randomly from Legal, Administration, and Support Staff in region. Data collection was done through questionnaires distributed to staff and document analysis was conducted in the resource centres available in the region. Face-to-face interviews with selected County Heads were carried out by the researcher. Descriptive statistics, such as means, percentages, and frequencies, was used in the research's quantitative and qualitative approaches to analyze the data using SPSS. The findings indicated that human resource has a significant impact on service delivery at the ODPP, Western Region, Kenya. The results upon Analysis of Variance (ANOVA) established human resource policy implementation had an r of 0.265, β = 0.252, t= 3.786, p= 0.05. It was concluded that Policy Implementation had a statistically significant impact on service delivery in the ODPP. The study recommends that ODPP should enhance HR policy implementation and service delivery in the Western Region by improving communication, offering regular training, fostering open dialogue, establishing a robust monitoring framework, deploying dedicated HR Officers, and ensuring transparent and unbiased career progression and training opportunities. The study will be part of references materials for all ODPP Staff, stakeholders, policy makers and other institutions in Kenya as an insightful tool in advancement of efficacy and efficiency in policy implementation.

Key Words: Human Resource, ODPP Western Region, Policy Implementation, Service Delivery

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I. INTRODUCTION

Organizations, like many delivery units worldwide, establish policies as formalized decisions to support various functions such as resource planning, employee relations, performance management, and administrative personnel functions (Memon et.al, 2010). These actions may take the form of formalized laws, regulations, or directives (Dye, 2012). Each organization develops a unique set of policies aligned with its distinct objectives and mandate. These written policies, which are communicated across the organization, represent best practices and undergo periodic reviews and adjustments to adapt to evolving conditions (Kwenin et al., 2013). Implementing policies demonstrates an organization's commitment to corporate governance, regulation, diversity, ethics, and training standards, both internally and externally, while also contributing to the establishment of an ideal organizational culture (Memon et al., 2010).

The process of putting approved policies into action is known as policy implementation, involving the development of procedures, resource allocation and the creation of agencies and practices (Pülzl & Treib, 2017). Jooste and Fourie (2019) emphasize the importance of translating selected strategies into actionable steps for effective implementation. Hood (2007) delves into the intricate relationship between policy implementation and public service delivery, highlighting challenges such as bureaucratic complexities. Hood suggests that addressing these challenges; including streamlining processes, allocating resources, coordinating between agencies, and ensuring strong leadership and communication, is crucial for successful implementation.

Williams et al. (2021), opines that the effectiveness of policy implementation of any unit depends on the range of political and bureaucratic dynamics in which policies are embedded. In their study "Delivery approaches to improving policy implementation", they found that the establishment and implementation of the delivery unit and performance management respectively in Malaysia, street crime dropped by 35%, the percentage of Malaysians reporting high levels of satisfaction with the Government's efforts in reducing corruption increased by 20% points, and an additional 2 Million Malaysian citizens benefited from improved public services such as water sanitation, electricity, roads and housing. The research advocated for the expansion of implementation strategies beyond monitoring and performance management towards a broader range of forms of engagement with stakeholders, communication and seeking of policy input to enhance the relationship between policy implementation and effective service delivery.

In many African countries, including Tanzania, policy implementation faces obstacles such as corruption, lack of capacity, and inadequate infrastructure (Ayeni, 2019; Lufunyo, 2013). Despite challenges, there are positive outcomes in the adoption and implementation of public sector reforms, particularly in improving service delivery. For Kenya, effective policy implementation is seen as vital for achieving development goals and adhering to international frameworks and sustainable development targets (Wasike, 2012). The study's independent variable included Human Resource Management policy implementation that cover aspects of people management, such as training, deployment, and succession planning (Armstrong, 2009). Citizens view the state as a company in which they are shareholders, expecting a return on their investment through effective service delivery (Maina & Kwasira, 2015). Helmsing (2015) defines service delivery as an arrangement for representatives to provide goods and services to recipients. The study's independent variables play a crucial role in enabling organizations to meet service delivery expectations, emphasizing quality, timeliness, and efficiency.

Government regulations, defined as laws and rules controlling business operations, impact service delivery significantly (Lugwe, 2016). Regulations enacted by the government are intended to elevate the caliber of services provided to the public, hence augmenting overall performance (Ramadan, 2015). Since its founding under the 2010 Constitution, Kenya's Office of the Director of Public Prosecutions (ODPP) has developed into a stand-alone prosecutorial body. While progress has been made in policy formulation, there is room for improvement in implementation to enhance service delivery (The Excellence Charter, ODPP Strategic Commitments, 2020 – 2023). The organization must prioritize clear policy communication, monitor procedural adherence, allocate budgets for competitive remuneration, foster employee engagement, and instil a culture of continuous improvement to address challenges, reduce turnover, and enhance service delivery. Against this backdrop, the researcher intends to establish the "Impact of policy implementation on service delivery in the office of the Director of public prosecutions, Western region, Kenya".

1.1 Statement of the Problem

Enhancing the provision of services in both the public and commercial sectors, Safari and Mbirithi (2022) contend that appropriate policy implementation is essential. The implementation of policies is considered the most practical aspect of the policy-making process and plays a vital role in ensuring efficient service delivery. According to Ansell et al., (2017), the formulation and application of policies are closely connected to their significance. Although putting policies into action after drafting them is not always straightforward and does not guarantee desired results, effective governance and positive outcomes result from the successful implementation of well-formulated policies. In 2010, Kenya's Constitution established the independent Office of the Director of Public Prosecutions (ODPP), which employs a 3R-Model: Recasting with a 3C approach (Collaboration, Cooperation, Coordination), Retooling for organizational optimization, and Relearning for cultural and future readiness, to enhance effective policy implementation. However, the directorate faces challenges, including failures in policy communication, non-adherence to procedures, budget constraints leading to low remuneration and high turnover, all of which impact service delivery (The Excellence Charter, ODPP Strategic Commitments, 2020 – 2023). The ODPP faces a gap in empirical research on policy impact despite theoretical foundations. Priorities involve improving communication, refining monitoring procedures, reallocating budgets for competitive salaries, and fostering a culture of improvement to enhance service provision. Thus, this research sought to examine the Impact of human resource policy implementation on service delivery in the office of the Director of Public Prosecutions, Western Region, Kenya.

1.2 Research Objective

The study was guided by the following specific objective: To examine the impact of human resource policy implementation on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya.

1.3 Research Hypothesis

HO_1: Human resource policy implementation has no significant impact on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

Two theories, Implementation Theory and Organizational Culture Theory were applied in this research to guide its research into the connection between human resource policy application and service delivery outcome as detailed below;

2.1.1 Implementation Theory

The Implementation Theory, credited to Pressman and Wildavsky (1984), centres on transforming policy decisions into practical actions and results. This theory asserts that policy outcomes depend not only on the policy itself but also on the methods and strategies employed during implementation. In the study's context, the human resource policies, financial policies, and procurement policies represent the policies to be executed within the Director of Public Prosecutions' office.

According to Pressman and Wildavsky (1984), the effectiveness of policy implementation is shaped by factors like the policy's compatibility with existing organizational practices, stakeholder commitment, resource availability, and role clarity. For example, the research could investigate how aligning human resource policies influence service delivery quality, timeliness, and efficiency. While the theory is suitable for the study, it tends to assume a linear and rational implementation process, overlooking the intricate interactions, power dynamics, and contextual factors influencing policy execution. Moreover, its emphasis on top-down decision-making and prescribed procedures might not fully address the dynamic and unpredictable nature of implementation processes, especially in complex settings like the ODPP office.

2.1.2 Organizational Culture Theory

Schein (2004) proposed the Organizational Culture Theory in the late 1970s, further developing in his work on "Organizational Culture and Leadership." According to this notion, an organization's culture is defined as the common presumptions that members acquire when resolving issues with internal integration and exterior adaption. These assumptions, considered valid and taught to new members, dictate how individuals perceive, think, and feel about these problems. The theory proves valuable in comprehending the underlying dynamics that mediate the relationship between Human resource policies and the dependent variable (Service delivery). It aids in recognizing how the prevailing organizational culture can either facilitate or impede successful policy implementation, subsequently impacting service delivery outcomes (Schein, 2004).

A notable challenge arises from the inherent difficulty in precisely quantifying and defining organizational culture, given its intangible nature encompassing values, beliefs, and norms (Schein, 2004). Additionally, the theory may oversimplify organizational complexity by assuming a linear relationship between culture and outcomes, potentially overlooking external factors and contextual intricacies influencing policy implementation and service delivery (Schein, 2004). Nevertheless, it highlights the significant role of shared assumptions in shaping employee behaviour. This theory sheds light on how the existing culture shapes policy enactment and its subsequent effects on service delivery in the office of ODDP as a whole.

2.2 Empirical Review

Tsosane (2020) looked into how Mangaung's public health services were affected by impediments to human resource development. The author emphasized that in order to guarantee the delivery of top-notch healthcare, public employees must be suitably qualified. The objective of this study is to bridge the gap left by the earlier research's failure to examine the relationship between service delivery and HR policy acceptance. In the Shinyanga area of Tanzania, where decentralized health services are delivered, Kisumbe and Mashala (2020) looked at work satisfaction and HR policies. They discovered a link between HR practices and work happiness, but their research only looked at job satisfaction, ignoring the analysis of how HR policies are implemented and how that affects service delivery. This study aims to close that gap. Using e-government and human resource capability to improve service delivery in Kajiado County, Kenya, was investigated by Wangari et al., (2018). This study focuses on the function of e-government in service delivery; it does not go into the execution of human resource policies, despite the fact that they identified a favorable influence of human resource capabilities on e-government adoption. An association between service delivery and human resource management practices was found in Kerubo and Ngoze's (2017) study on human

resource practices in Kakamega County, Kenya. However, the study focused on County Governments, thus it's unclear if the ODPP in Kenya's Western Region will have comparable outcomes.

Moore (1995) highlighted the importance of well-resourced and competent bureaucracies in translating policies into effective service delivery outcomes, emphasizing the role of organizational capacity in policy implementation. Pritchett et al., (2010) found that countries with stronger bureaucratic capacity were more successful in implementing education policies, emphasizing the significance of well-trained personnel and adequate resources in achieving improved outcomes. Hupe and Hill (2009) supported this argument, indicating that policies aligned with the political agenda experience smoother implementation. When policies resonate with political priorities, they receive necessary support and resources, positively affecting service delivery outcomes. Armstrong (2012) defined human resource policies as uniform standards governing an organization's beliefs and treatment philosophies for employees. These policies, including succession planning, training, and development, are crucial for managing human capital and ensuring service delivery within the ODPP. Mello (2009) asserted that human resource policies shape initiatives for organizational transformation aligned with business goals. Cherian and Jacob (2012) highlighted the impact of government intervention in efficient HR policy implementation, emphasizing the need for commitment and continuity.

According to Rajapakshe (2017), continuation and commitment from the government are essential for the effective execution of policies in SMEs. Sakwa (2018) found links between the Kenyan civil service's implementation of green HRM policies and governance policy, organizational culture, leadership style, and information technology. Mamoria and Gankar (2011) recommended publishing policies in manuals and distributing them to all stakeholders for effective communication. Consistency with the strategic plan and integration of HR aspects were identified as factors influencing policy execution. The significance of integrating policies holistically in accordance with the strategic character of human resources was emphasized by Foot and Hook (2008). Opatha and Arulrajah (2014) emphasized how training and development affect the way HR regulations are applied and how to improve environmentally friendly HRM practices.

III. METHODOLOGY

3.1 Research Design

The researcher employed the cross-sectional research design, which was suited for this study since it allowed the analysis of several variables at a certain point in time. Since the design allowed for simultaneous comparison of several parameters without requiring the modification of variables, this design was very suitable, completed quickly and affordably. This strategy was in line with the research goals, which include figuring out the prevalence and researching the relationships between various exposures and outcomes.

3.2 Study Area

This study took place at the Western Region Office of the Director of Public Prosecutions (ODPP) in Kenya. Ten counties comprise the research area: Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, and Vihiga. It is a physical and administrative region situated in the western section of Kenya where the Kenyan Rift Valley Region lies to the north, the Republic of Tanzania to the south and the Republic of Uganda to the west, all bordering this research region. It is distinguished by a variety of landscapes, cultures, and skills, as well as by erratic but sufficient rainfall.

3.3 Target Population

Target population is the entire group of individuals or objects that a researcher wants to generalize the study findings to (Mugenda and Mugenda, 2015). Employees of the Office of the Director of Public Prosecutions, Western Region, Kenya, were the study's target group. The research included 198 respondents in total, representing three different staff groups that are employed by the ODPP in Kenya's Western Region. The legal, administrative, and support staff from each county in the former Western and Nyanza provinces were among them. Below is a breakdown of the population;

Table 1
Categorizations of Target population

Region	County	Legal	Administration	Support	Total Target Population
Western	Nyamira	7	1	6	14
	Kisii	10	1	7	18
	Migori	8	1	4	13
	Homa Bay	10	1	5	16
	Kisumu	29	5	8	42
	Siaya	9	2	5	16
	Kakamega	19	5	9	33
	Busia	7	1	4	12
	Bungoma	14	2	8	24
	Vihiga	6	1	3	10
TOTAL		119	20	59	198

3.4 Sampling Techniques and Sample Size

The researcher used a sampling technique based on guidelines to guarantee that the sample correctly signifies the whole population (Mugenda and Mugenda, 2015). A representative sample size, according to Kothari (2012), ought to include a minimum of 10% of the target population. Utilizing the Krejcie and Morgan (1970) formula, the researcher chose 132 respondents, representing 67% of the target population, as outlined in Table 2 in the Appendix of this study for easy reference. The distribution of respondent numbers is detailed in the table provided below. Individual responders were identified based on stratified random sampling.

Table 2
Sample Size

Category of Respondents	Target population	No. of Respondents
Legal	119	79
Administration	20	13
Support Staff	59	40
TOTAL	198	132

3.5 Research Instruments

To gather pertinent data for the study, a mix of questionnaires, document analysis and interviews were used. According to Kothari (2012), questionnaires are research instruments that enable the investigator to swiftly and precisely inquire about attitudes and opinions while also obtaining information about present conditions and practices. Two questionnaires were created specifically for this research project. The staff members in law, administration, and support roles were the first to finish. To get precise and personal information from the respondents, the questionnaires were sent out with questions with both closed- and open-ended responses. A timetable of interviews was developed to gather the opinions of top regional authorities, such as County heads for each County. It was suggested that questionnaires be used as they would enable the researcher to rapidly get information from a large number of respondents, Mugenda and Mugenda (2015). The scale to which conclusions drawn from data evaluation accurately reflect the topic being studied is known as validity (Sarker and Muaalemi, 2022). Kothari and Patel (2009) defined construct validity as an indicator of the accuracy and utility of data obtained from an instrument. represent the theoretical idea that were assessed. The data has construct validity if the measurement agrees with the theoretical expectation (Kothari & Patel, 2009). To obtain precise information from a chosen group of respondents, the researcher employed comprehensive questionnaires. Additionally, a pilot study was carried out in ODPP Nandi County to pre-test the data gathering instruments and determine their validity. The researcher consulted the study's supervisors for expert opinion. For analyzing how constantly a research instrument yields finding, test-retest processes were used to evaluate dependability (Kothari, 2012). It is the extent to which an instrument's results remain consistent during several testing sessions conducted in the same setting. This was achieved in this study by ensuring that interviewers adhered to the same technique and present questions that are especially created to fulfill the goals of the investigation. Reliability ensured by training and practice, as well as the consistency of the questionnaire. Consequently, the interviewers were selected following a thorough assessment of the abilities deemed essential for this specific assignment. Data collection is essential to addressing queries, developing research topics, testing hypotheses and evaluating findings. It involves the systematic and purposeful acquisition and measurement of data related to variables of interest as outlined by Kothari (2012). To collect the necessary data, the study combined quantitative and qualitative research techniques. Primary data was gathered through the use of questionnaires by trained research

assistants who were hired specifically for that purpose. Document analysis was used to gather secondary data. Along with two research assistants who helped the Researcher oversee the enumerators, the Researcher enlisted the assistance of five data gathering enumerators for this activity.

IV. FINDINGS & DISCUSSIONS

The study sought to examine the impact of human resource policy implementation on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya. Data on the impact of human resource policy implementation on service delivery were subjected to descriptive and inferential statistics and findings were presented as follows;

4.1 Response Rate

The response rate as shown in table 3 of 92% was excellent and indicated a strong level of engagement from participants. High response rate ensured that the data collected was representative of the target population thus improving the reliability of the study's research findings. The small percentage of non-responses (8%) was unlikely to significantly affect the study's overall results.

Table 3

Response Rate

Category	Frequency	Percentage (%)
Returned	122	92%
Not returned	10	8%
Total	**132**	**100%**

4.2 Descriptive Statistics on Human Resource Policy Implementation

Within human resource policy implementation, respondents in the study were asked to share their opinions on 13 sub-thematic areas. The researcher transformed all the thirteen indicators of the first objective into one item that made it easy for the objective to be manipulated to desired results. It is with this single itemized objective in the whole data set that the researcher aimed to address with the opinions of the respondents.

The data as shown in Table 4 below shows that employee training and development are highly valued within the organization, with the corresponding policies being perceived as instrumental in helping employees achieve both corporate and personal goals. This was supported by the respondents results that indicates 25% Strongly Disagree, 29% Disagree, 23% were Neutral, 16% Agreed and 7% Strongly Agreed. This indicator received the highest mean score (Mean = 3.65, SD = 1.25), suggesting strong agreement among employees that these policies are effective and beneficial. Employees also feel that their preferences and strengths are taken into account when decisions about deployment and transfers are made (Mean = 3.56, SD = 1.26). The results from the respondents indicated that 7% Strongly Disagreed, 18% Agreed, 17% Neutral, 30% Agreed and 29% Strongly Agreed. This indicates a level of satisfaction with how the organization manages personnel movements, recognizing individual capabilities and needs. The succession planning policies are viewed positively, particularly in terms of transparency and alignment with the organization's long-term goals. With a mean score of 3.51, these policies are seen as providing equitable opportunities for training and development and as being clearly defined and communicated (Mean = 3.50, SD = 1.22). This is supported by the responses that show 7% Strongly Disagreed, 17% Disagreed, 22% remained Neutral, 29% Agreed and 25% Strongly Agreed. However, there is still room for improvement, especially in ensuring that all employees are well-informed about these policies, this can be adduced to (Mean = 3.46, SD = 1.25) that was obtained from results of the respondents that indicated 9% Strongly Disagreed, 16% Disagreed, 22% were Neutral, 28% and 25% Agreed and Strongly Agreed respectively. The implementation of training and development policies is seen as contributing positively to worker productivity and, consequently, to the organization's service delivery standards with 12% of respondents Strongly Disagreeing while 15% Disagreed, 22% remained Neutral, 28 Agreed and 24% of the respondents Strongly Agreed. However, despite these generally positive views, the perception of HR practices, including training, deployment, and succession planning, as having a favorable impact on service delivery is somewhat lower when its evident 7% Strongly Disagreed, 17% Disagreed, 22% Neutral to the question, but 29% Agreed and 25% Strongly Agreed, leading to (Mean = 3.43, SD = 1.27). This suggests that while employees recognize the benefits, they may not see these policies as fully optimizing service quality.

With a response of 11% of respondents Strongly Disagreeing while 17% Disagreed, 22% remained Neutral, 32 Agreed and 18% of the respondents Strongly Agreed, a slightly lower score was noted regarding the fairness, bias-free nature, and communication of deployment and transfer policies (Mean = 3.30, SD = 1.25), indicating that

employees might feel these policies are less consistently applied or understood. Moreover, the process for addressing changes in employee deployment or transfer is seen as the weakest area, with the lowest mean score (Mean = 3.25, SD = 1.37). The response indicated 14% Strongly Disagreed, 19% Agreed, 19% also remained Neutral, 25% and 23% of the responses indicating Agreed and Strongly Agreed respectively. This suggests that employees may perceive inefficiencies or lack of clarity in how the organization handles such transitions.

Table 4

Descriptive Statistics for Human Resource Policy Implementation

Indicator	1	2	3	4	5	MN	SD
Employee training and development is encouraged by training and development policies, which also increase the likelihood that they will achieve both corporate and personal goals.	31 (25%)	35 (29%)	28 (23%)	20 (16%)	8 (7%)	3.65	1.25
Employees perceive that their preferences and strengths are considered in deployment and transfer decisions.	8 (7%)	22 (18%)	21 (17%)	36 (30%)	35 (29%)	3.56	1.26
Succession planning policy stipulates transparent process for identifying and developing potential successors within your organization.	9 (7%)	21 (17%)	27 (22%)	35 (29%)	30 (25%)	3.51	1.22
Training and development policies ensure that employees have equitable and sufficient opportunities for training and development.	7 (6%)	20 (16%)	29 (24%)	36 (30%)	30 (25%)	3.51	1.20
The organization has a clearly defined and communicated succession planning policy that aligns with its long-term goals.	8 (7%)	20 (16%)	28 (23%)	35 (29%)	31 (25%)	3.50	1.22
Your company is putting into practice a well-defined and widely-communicated policy for training and development.	8 (7%)	21 (17%)	27 (22%)	30 (25%)	36 (30%)	3.48	1.22
Policies for training and development strengthen the beneficial effects on workers' productivity, which raises the organization's standard of service delivery.	8 (7%)	20 (16%)	29 (24%)	35 (29%)	30 (25%)	3.48	1.21
Employees are well-informed about the succession planning policies and procedures in place.	10 (8%)	19 (16%)	28 (23%)	35 (29%)	30 (25%)	3.46	1.25
Succession planning policy positively contributes to the stability and sustainability of the organization.	9 (7%)	21 (17%)	27 (22%)	35 (29%)	30 (25%)	3.46	1.24
Workers think that HR practices, such as training, deployment, and succession planning, have a favorable impact on service delivery.	11 (9%)	20 (16%)	27 (22%)	34 (28%)	30 (25%)	3.43	1.27
When everything is taken into account, HR procedures including training and development, succession planning, and deployment and transfer have a positive impact on the standard of services rendered.	14 (12%)	18 (15%)	27 (22%)	34 (28%)	29 (24%)	3.38	1.31
There is a defined Deployment and transfer policies in place that are fair, unbiased, and effectively communicated to all employees.	13 (11%)	21 (17%)	27 (22%)	39 (32%)	22 (18%)	3.30	1.25
The organization has an efficient process for addressing changes in employee deployment or transfer.	17 (14%)	23 (19%)	23 (19%)	31 (25%)	28 (23%)	3.24	1.37

N=122

The findings on the impact of Human Resource policy implementation on service delivery as presented in Table 3 shows a strong concurrence with existing literature while also highlighting areas of divergence. Tsosane (2020) emphasized on how well-trained public officials were crucial for delivering high-quality healthcare services a notion that complementing study's findings on the significance of HR policy implementation to enhance service delivery. Similarly, Kisumbe and Mashala (2020) demonstrated the importance of HR practices of training and performance appraisal in fostering job satisfaction which improved service delivery. Wangari et al., (2018) pointed out the role of human resource capacity in adoption of e-government towards improved service delivery with alignment to current findings that effective HR policies plays a pivotal regardless of technological frameworks. Furthermore, Bosire et al. (2018) found a strong correlation between HRM practices and service delivery resonating with the current study's results. This study reinforces the notion of effective HR policy implementation as essential for enhancement service delivery.
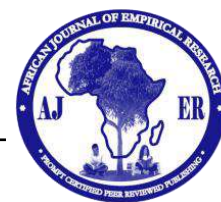
4.2 Descriptive Statistics for Service Delivery

Table 4 presents findings in line with the response variable of the study which was service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya. The provision of service in alignment with the established organizational standards and guidelines had 8% of respondents strongly disagreeing, 16% disagreeing, 23% neutral, 29% agreeing and 25% strongly agreeing with the mean score of 3.46 and standard deviation of 1.25 suggesting a moderate overall agreement that services were aligned with established standards though with the relatively high variability there is indication that employee opinions are mixed. On the indicator of services been delivered within reasonable timeframe as stipulated by relevant policies 7% strongly disagreed, 17% disagreed, 22% remained neutral, 29% agreed and 25% strongly agreed with a mean score of 3.46 indicating moderate agreement that services were generally delivered on time though the distribution of responses suggested there were differing views with a good portion of respondents either disagreeing or remaining neutral on the timeliness of service delivery. On the indicator of whether processes and procedures contributed on service efficiency the results showed that 6% of respondents strongly disagreed, 16% disagreed, 25% were neutral, 28% agreed and 25% strongly agreed with a mean score of 3.52 and a standard deviation of 1.19. There existed moderate agreement pf current processes enhancing efficient service delivery. For the indicator on adherence to the policies and procedures governing service delivery showed that 7% strongly disagreed, 16% disagreed, 25% remained neutral, while 28% agreed, and 25% strongly agreed. the mean score of 3.47 with a standard deviation of 1.23 reflected a moderate level of agreement suggesting that while most respondents believe there is adherence to policies though variability in perceptions of policy compliance. The overall level of service quality was perceived as meeting or exceeding client expectations with 7% of respondents strongly disagreed, 16% disagreed, 25% were neutral, 28% agreed and 25% strongly agreed with a mean score of 3.48 and standard deviation of 1.21 indicating a generally positive view of service quality with a range of perceptions as demonstrated by the standard deviation. The implementation of policies had a positive impact on the effectiveness of service delivery 6% strongly disagreed, 16% disagreed, 25% were neutral, 30% agreed and 24% strongly agreed with mean score of 3.50 and standard deviation of 1.18 suggesting a moderate to strong agreement that policies contributed to improved service delivery.

Table 4

Descriptive Statistics for Service Delivery

	1	2	3	4	5	Mean	SD
The services provided in your organization align with the established standards and guidelines.	10	19	28	35	30	3.46	1.25
	8%	16%	23%	29%	25%		
Services are delivered within a reasonable timeframe as stipulated by relevant policies.	9	21	27	35	30	3.46	1.24
	7%	17%	22%	29%	25%		
The processes and procedures in place contribute to the efficient delivery of services.	7	19	31	34	31	3.52	1.19
	6%	16%	25%	28%	25%		
Service providers consistently adhere to the policies and procedures governing service delivery.	9	19	30	34	30	3.47	1.23
	7%	16%	25%	28%	25%		
Overall, the level of service quality is on par with or better than what clients had anticipated.	8	20	30	34	30	3.48	1.21
	7%	16%	25%	28%	25%		
The implementation of policies has positively influenced the effectiveness of service delivery.	7	19	31	36	29	3.50	1.18
	6%	16%	25%	30%	24%		

N=122

4.3 Inferential Statistics

To determine the strength of the relationship between Human Resource Policy implementation and service delivery, the study data were subjected to Pearson product moment correlation coefficient and findings presented in Table 5.

Table 5

Correlation Analysis for Human Resource Policy Implementation and Service Delivery

		Human Resource Policy implementation
Service Delivery	Pearson Correlation	.601**
	Sig. (2-tailed)	.001
	N	154

**. Correlation is significant at the 0.05 level (2-tailed).

A correlation coefficient statistic that describes the degree of linear association between Human resource policy implementation and service delivery was computed and findings in Table 5 revealed a statistically significant and positive relationship between Human Resource Policy implementation and service delivery by the ODPP Western region (r=0.601; P<0.05). This implies the increased application of Human resource policy implementation leads to improved service delivery by ODPP Western region. Findings from this study were compared with findings from previous studies that investigated the implementation of a human resource policy within organizations of the same magnitude.

Table 6

Model Summary for Human Resource Policy Implementation and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.432[a]	.265	.259	.79501	1.947

a. Predictors: (Constant), Human Resource Policy Implementation
b. Dependent Variable: Service Delivery

From the results in Table 6, the value of R squared was 0.265 which implies that human resource policy implementation accounted for 26.5% of the variance on service delivery within ODPP Western Region, Kenya. This reveals a moderate positive relationship between human resource policy implementation and service delivery. While this suggests that improvements in HR policies can positively impact service delivery, it's important to note that other factors also play a significant role. The correlation observed is not strong enough to definitively conclude that HR policies are the sole or primary driver of service quality. Further research is needed to explore the complexities of this relationship and identify additional factors that may influence service delivery outcomes.

ANOVA was computed to determine how well the model of the study was fitted to predict implementation of human resource management policies and findings presented in Table 7.

Table 7

ANOVA for Human Resource Policy Implementation and Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.862	1	1.862	14.333	.005[b]
	Residual	19.748	153	.130		
	Total	21.610	154			

a. Predictors: (Constant), Human Resource Policy Implementation
b. Dependent Variable: Service Delivery

ANOVA for the linear model presented in Table 7 for Human Resource Policy Implementation as a predictor for service delivery revealed an F value = 14.333 which is significant within 95% confidence interval with p-value = 0.005 meaning that the overall model was significant in the prediction of Service Delivery within ODPP western Region.

Table 8

Regression Coefficients for Human Resource Policy Implementation and Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.307	.085		6.209	.000
	Human Resource Policy Implementation	.252	.026	.294	3.786	.000

a. Dependent Variable: Service Delivery within ODPP, western region

Results presented in the table show that the unstandardized regression coefficient (β) value of Human Resource Policy Implementation by ODPP Western Region is 0.252 with a t-value of 3.786 and a significance level of p=0.000. This indicated that holding all other factors constant, a unit change in human resource policy implementation resulted in a 0.252-unit change on Service delivery by the ODPP Western Region. The regression equation to estimate the impact of human resource policy implementation on service delivery by the ODPP, Western Region can hence be stated as; $Y = 0.307 + 0.252X_3$, where y is the human resource policy implementation, 0.307 is the constant, 0.252 is the coefficient of determination concerning impact of human resource policy implementation and e is the stochastic error term.

The hypothesis of the study was:

H0₁ Human resource policy implementation has no significant impact on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya.

Results: P-value = 0.000 < α = 0.05, β = 0.252.

Since study findings revealed that human resource policies implementation had a statistically significant influence on service delivery by the ODPP, Western Region, Kenya at the level of significance of 0.05, the null hypothesis is hereby rejected and its alternative adopted;

Human resource policy implementation has significant impact on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya.

V. CONCLUSIONS & RECOMMENDATIONS

The study's objective was to examine the impact of human resource policy implementation on service delivery at the Office of the Director of Public Prosecutions, Western Region, Kenya.

5.1 Conclusion

The study concludes that with effective implementation of Human Resource policies in areas such as training and development, succession planning and employee deployment plays a critical role in enhancement of service delivery within the ODPP. The positive significant relationship between HR policy implementation and service delivery demonstrates the importance of alignment of HR practices with organizational goals to enhance operational outcomes. The findings highlight that well-executed HR policies has a great contribution to the organization's service delivery standards.

5.2 Recommendations

Based on the findings of the study the researcher recommends that the Office of the Director of Public Prosecutions, Western Region, Kenya, should embrace human resource policy implementation to improve further on service delivery. Based on the findings from the study, it is evident that the effective implementation of human resource policies significantly influences service delivery. The ODPP should enhance HR policy implementation and service delivery in the Western Region by improving communication, offering regular training, fostering open dialogue, establishing a robust monitoring framework, deploying dedicated HR Officers, and ensuring transparent and unbiased career progression and training opportunities.

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