

**GEOGRAPHICAL LABOUR MOBILITY, PERCEIVED ORGANIZATIONAL
SUPPORT AND SERVICE DELIVERY OF SELECTED REFUGEE
ORGANIZATIONS IN KENYA**

Audan Leah Lokala

**A Thesis submitted in Partial Fulfillment of the Requirements for the Degree of
Doctor of Philosophy in Business Administration (Human Resource Management
option) of Masinde Muliro University of Science and Technology.**

August, 2024

DECLARATION

This thesis is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

Signature.....

Date.....

Audan Leah Lokala

PBA/H/01-53375/2018

CERTIFICATION

The Undersigned certify that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a thesis titled **“Geographical Labour Mobility, Perceived Organizational Support and Service Delivery of Selected Refugee Organizations in Kenya”**

Signature.....

Date.....

Prof. Robert K.W Egessa

Department of Business Administration and Management Sciences

Masinde Muliro University of Science and Technology, Kenya

Signature.....

Date.....

Dr. Edwin Simiyu

Department of Economics and Statistics

Masinde Muliro University of Science and Technology, Kenya

COPYRIGHT

This thesis is copyright materials protected under the Berne Convention, the Copyright Act 2001 and other National and international enactments, in that behalf, on intellectual Property. It may not be reproduced by any means in full or in part except for short extracts in fair dealings for research or private study, critical scholarly review or discourse with acknowledgement, with written permission of the Dean of School of Graduate Studies on behalf of both the author and Masinde Muliro University of Science and Technology.

DEDICATION

I dedicate this work to my husband Onesmus Ekai Lobuno, my children Rodriguez Ekuwam Ekai and Olivia Akeny Ekai for their unending love, support and prayers.

ACKNOWLEDGEMENT

Firstly, I thank The Almighty God for the gift of life and strength to pursue my studies for Doctor of Philosophy in Business Administration (Human Resource Management) in Masinde Muliro University of Science and Technology. My supervisors: Prof. Robert K.W Egessa and Dr. Edwin Simiyu for the professional guidance and mentorship throughout the course. The Lecturers in the School of Business and Economics with profound recognition to Dr. Ayub Shitseswa and Dr. Janet Manyasi for helping me through the conceptualization and proposal writing stages. MMUST PhD Business Administration Class of 2019 have also been a source of encouragement. My Parents, Andrew Lokala Lodunga and Christine Kaile Lokwei Lokala thank you for the unwavering support.

The late Prof. David Elim Lokapel was among the first Professors and an advocate for peace and education development in Turkana County. He inspired me to pursue my studies and positively impact the society. Rest in eternal Peace Professor.

My Siblings Lucas Lokala, Veronica Lokala, Abraham Lokala, Moses Lokala, Michael Lokala, Rael Lokala, Faith lokala and Benard Lokala, Priscilla Achuka, Raymond Eleman and Ann Atieno are my best friends and source of inspiration too. My nephews Fidelis Lokala, Sanchez Loyanae, Uriel Audan and nieces Precious Sasha Elibit and Claria Amana you are my sons and daughters and I love you for you make me happy and proud.

I wish to also acknowledge H.E. Hon. Jeremiah Ekamais Lomorukai Napotikan for the fatherly advice, support and encouragement to complete my studies. UNHCR head of sub office in Kakuma, the management and staff of the selected refugee organizations (DRS, DCA, Inkomoko, Film Aid International and World Vision Kakuma. My academic journey would not be successful without your esteemed support.

ABSTRACT

Labour mobility has enabled the business world of today to be strategically competitive and dynamic. Labour migration contributes positively to the economies of both countries of origin and destination. Success of organizations in today's global economy rely on geographically dispersed workforce. Kenya is one of the countries in the world hosting refugees. Turkana County, which plays host to these refugees has historically been marginalized with some of the lowest development indicators. Despite the harsh environmental challenges that affect Turkana Region the various NGOs and INGOs continue to attract human resources through geographical labour mobility. Critical Determinants of this labour mobility have not yet been identified. The study sought to establish the pull and push factors that drive people to work in the refugee organizations despite the harsh climatic and socio- economic conditions. The study assessed the determinants of Geographical Labour Mobility and how they affected Service Delivery of Selected Refugee Organizations in Kenya. The specific objectives were to establish the effect of Reward factors, Political factors, Career Development factors and socio-cultural factors on service delivery of selected Refugee organizations in Kenya. The study also checked on moderating effect of perceived organizational support on the relationship between geographical labour mobility and service delivery of selected Refugee organizations in Kenya. Neo classical theory of migration and Herzberg's Two-Factor Theory guided the study. The study conceptually and empirically reviewed reward-based factors, career development factors, socio cultural factors and political factors and how they affected Service Delivery of Selected Refugee Organizations in Kenya. The study adopted positivist approach. It also employed both explanatory and descriptive research designs. The study was conducted in Turkana County, Turkana West Sub –County, where refugee organizations are located. The study focused on the following selected refugee organizations namely Department of Refugee Services (DRS), World Vision Kenya, Film Aid International, Dan Church Aid (DCA) and InkoMoko. The sampling techniques were adopted, i.e Purposive sampling and Census. The respondents for this research were 300 comprising of the Heads of the selected Organizations, Management and general staff in the refugee organizations, a representation of the host community including the area Members of County Assembly, Ward Administration, respective Village Administrators, Community Elders a representative of the youth from Kakuma and Kalobeyei refugee and host communities. Validity was tested using construct and content validity tests while reliability was tested using Cronbach Alpha tests. Questionnaires and interview schedules were used for data collection and analyzed using descriptive and inferential statistics. Findings were presented using tables and graphs. The findings revealed that socio-cultural factors ($\beta=0.364$, $p=0.000$), career development factors ($\beta=0.267$, $p=0.000$) and political factors ($\beta=0.134$, $p=0.012$) positively and significantly influenced service delivery. Reward-based factors ($\beta =0.108$, $p=0.077$) effects were insignificant. Further, perceived organizational support had a positive but insignificant moderating influence on the relationship between determinants of geographical labour mobility and Service Delivery of selected refugee organization in Kenya. The study concluded that various determinants of Geographical Labour mobility had an effect on service delivery. The study recommends that organizations should have employment practices that embrace employee diversity in terms of gender, culture, Religion among others. They should also have robust career development plans and ladders to encourage organizational loyalty. Further, they should ensure they support employees and their various undertakings and welfare since this perception of support enhances service delivery. This can include providing adequate

resources, recognizing employee contributions, and addressing concerns. By strengthening organizational support, organizations can boost employee morale and improve overall service delivery outcomes.

TABLE OF CONTENT

DECLARATION	ii
COPYRIGHT	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
ABSTRACT	vi
TABLE OF CONTENT	vii
LIST OF TABLES	xiv
LIST OF FIGURES	xvi
ABBREVIATIONS AND ACRONYMS	xvii
OPERATIONAL DEFINITION OF TERMS	xviii
LIST OF APPENDICES	xix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	11
1.3 Objectives of the study	13
1.3.1 General Objective	13
1.3.2 Specific Objectives	13

1.4 Research Hypothesis.....	13
1. 5 Significance of the study	14
1.6 Scope of the Study	15
1.7 Limitations of the Study	16
CHAPTER TWO.....	18
LITERATURE REVIEW	18
2. 1 Introduction	18
2.2 Theoretical Literature Review.	18
2.2.1 Neo –Classical Migration Theory.....	19
2.2.2. Herzberg’s Two Factor Theory.	21
2.3. Conceptual Review of Variables	23
2.3.1 The Concept of Geographical Labour Mobility	23
2.3.1.1 The Concept of Reward Based Factors.	25
2.3.1.2 The concept of Political Based Factors.	27
2.3.1.3. The concept of Career Progression Factors	29
2.3.1.4 The concept of Socio – Cultural Factors	33
2.3.2 The Concept of Perceived Organizational Support (POS)	35
2.3.3 The Concept of Service Delivery	38
2.4. Empirical Literature Review	40
2.4.1 Reward Based Factors on Service Delivery.	40
2.4.2 Political Factors on Service Delivery.	47
2.4.3 Career Progression Factors on Service Delivery.	57

2.4.4 Socio-Cultural Factors and Service Delivery.	63
2.5 Perceived Organizational Support on Relationship Between Geographical Labor Mobility and Service Delivery.	70
2.6 Research Gap	72
2.7 Conceptual Framework.....	88
CHAPTER THREE.....	89
RESEARCH METHODOLOGY	89
3.1 Introduction	89
3.2 Study Area.	89
3.3 Research Design	90
3.4 Research Philosophy.....	91
3.5 Target Population	92
Table 3.1: Target Population	93
3.6 Sampling Design and Procedure.....	93
3.7 Data Collection Instruments	94
3.7.1 Questionnaire.....	94
3.7.2 Interview Schedule	95
3.8 Data Collection Procedure.....	95
3.9 Pilot Study	96
3. 10 Reliability and Validity of the Instruments	96
3.10.1 Validity of the Research Instruments.	96
3.10.2 Reliability	97

3.11 Data Analysis and Presentation	98
3.11.1 Descriptive Statistics.....	99
3.11.2 Inferential statistics.....	99
3.11.2.1 Correlation Analysis	99
3.11.2.2 Multiple Regression Analysis.....	100
3.12 Analytical Model	100
3.12.1 Simple Regression Models	100
3.12.2 Multiple Regression Model	101
3.12 Hierarchical Regression Model	102
3.13 Diagnostic Tests	103
3.13. 1 Multicollinearity	103
3.13.2 Normality.....	103
3.13.3 Homoscedasticity.....	104
3.12.4 Linearity.....	104
3.13.5 Hypothesis Testing	105
3.14 Ethical Considerations	105
CHAPTER FOUR	106
RESEARCH FINDINGS AND DICUSSIONS	106
4.1 INTRODUCTION	106
4.2 Response Rate.....	106
4.3. Reliability Test Results.....	106
4.4. Validity Test	107

4.5 Demographic Analysis	108
4.6 Results of Descriptive Analysis.....	110
4.6.1 Descriptive results of Reward Based Factors	110
4.6.2 Descriptive results of Political Factors	112
4.6.3 Descriptive results of Career Progression Factors.....	114
4.6.4 Descriptive results of socio-cultural factors	116
4.6.5 Descriptive results of perceived organizational support.....	118
4.6.6 Descriptive results for Service Delivery.....	120
4. 7 Interview Results	121
4.7.1 Reward based factors and service delivery.....	121
4.7.2 Political based factors and service delivery.....	122
4.7.3 Career progression factors and service delivery	123
4.7.4 Socio- cultural Factors and service delivery.....	123
4.8 Diagnostic Tests.	124
4.8.1. Normality Test	124
Table 4. 10 Normality tests.....	125
Tests of Normality	125
4.8.2 Multicollinearity Tests.....	125
4.8.3 Homoscedasticity Tests	126
4.8.3.1 Homoscedasticity between Reward based Factor and Service Delivery.....	127
4.8.3.2 Homoscedasticity between Political Based Factor and Service Delivery	128
4.8.3.3 Homoscedasticity between Career Development Factor and Service Delivery	129

4.8.3.4 Homoscedasticity between Socio-Cultural Factor and Service Delivery	130
4.8.4 Linearity Tests.	131
Linearity between Reward Based Factor and Service Delivery	132
Linearity between Political Based Factor and Service Delivery	132
Linearity between Career Development Factor and Service Delivery	133
Linearity between Socio-Cultural Factors and Service Delivery	133
4.9 Inferential Analysis.....	134
4.9.1 Effect of reward based factors on Service Delivery	134
4.9.2 Effect of Political Based factors on Service Delivery	137
4.9.1 Effect of Career Progression Factors on Service Delivery	140
4.9.4 Effect of Socio Cultural Factors on Service Delivery	144
4.9.5. Effect of Geographical Labour Mobility on Service Delivery. – Multiple regression analysis.	147
4.9.6 Hierarchical Regression- Moderating effect of perceived organizational support on the relationship between geographical labour mobility and service delivery	150
Table 4. 20 Hierarchical Regression Model Summary.....	151
4.10 Hypothesis Testing Results	157
4.10.1 General Multiple Linear Regression Results.....	157
CHAPTER FIVE	160
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION	160
5.1 Summary of Findings	160

5.1.1 Effects of reward-based factor on Service Delivery in selected refugee organizations in Kenya.....	161
5.1.2 Effects of Political based factor on Service Delivery in selected refugee organization in Kenya.....	161
5.1.3 Effect of career Progression factor on Service Delivery in selected refugee organization in Kenya	161
5.1.4 Effect of Socio-Cultural factor on Service Delivery in selected refugee organization in Kenya.....	162
5.1.5 Effect of perceived organizational support on the Relationship between determinants of geographical labor mobility and Service Delivery in selected refugee organizations in Kenya.....	162
5.2 Conclusion	163
5.3 Recommendations	163
5.4 Implication of the Study	165
5.6 Areas for Further Studies.....	165
REFERENCES	167
APPENDICES.....	183

LIST OF TABLES

Table 2.1: Summary of Research Gap.....	74
Table 3.1: Target Population	93
Table 4.1: Response Rate.....	106
Table 4.2: Reliability test.....	107
Table 4.3: Demographic Characteristics	108
Table 4.4: Descriptive results of Reward Based Factors	110
Table 4.5: Descriptive results of Political Based Factors	113
Table 4.6: Descriptive results Career Based Factors.....	115
Table 4.7: Descriptive results of Socio Cultural Factors.....	117
Table 4.8: Descriptive results of Perceived Organizational Support.....	119
Table 4.9: Descriptive results of Service Delivery.....	120
Table 4.10: Normality Test.....	124
Table 4.11: Correlation Test for Multicollinearity.....	125
Table 4.12: Linearity for Reward Based Factors and Service delivery.....	131
Table 4.13: Linearity for political Based Factors and Service delivery	131
Table 4.14: Linearity for Career Progression Factors and Service delivery	132
Table 4.15: Linearity for Socio Cultural Factors and Service delivery	132

Table 4.16: Simple regression model summary for RBF and SD.....	134
Table 4.17: Simple regression model summary for PF and SD	136
Table 4.18: Simple regression model summary for CPF and SD	138
Table 4.19: Simple regression model summary for SCF and SD	140
Table 4.20: Multiple regression results of effects of GLM on SD.....	142
Table 4.21: Hierarchical regression model summary.....	144
Table 4.22: Hierarchical regression with moderator.....	146
Table 4.23: Standardized and Unstandardized coefficients for Hierarchical Regression..	148
Table 4.24: Summary of hypothesis testing.....	152

LIST OF FIGURES

Figure 2.1 Migration Theories; Level based analysis	18
Figure 2.2: Conceptual Framework	88
Figure 4.1: Homoscedasticity; Reward based factor and Service delivery (SD)	127
Figure 4.2: Homoscedasticity political based factor and Service delivery (SD)	128
Figure 4.3: Homoscedasticity career Progression factor and Service delivery (SD)	129
Figure 4.4: Homoscedasticity socio-cultural factor and Service delivery (SD)	130

ABBREVIATIONS AND ACRONYMS

CEO- Chief Executive Officer

CWB-Counter Productive Work Behavior

DCA- Danish Church Aid

DRS- Department of Refugee Services

FWA- Flexible Working Environment

GO- Governmental Organization

HRM- Human Resource Management

ILO- International Labour Organization

INGO- International Non-Governmental Organization

LWF- Lutheran World Federation

MNC- Multi National Company

NGO- Non-Governmental Organization

POS- Perceived Organizational Support

SCA- Strategic Competitive Advantage

UNHCR- United Nations High Commissioner for Refugees

OPERATIONAL DEFINITION OF TERMS

Geographical Labour Mobility: Refers to the change in location of workers both across physical space. This study focuses on locally (national) within Kenya and internationally to mean outside the country (Kenya). The staff working in the selected refugee organizations in Kenya are from different regions of the world.

Reward Based Factors: This is the total amount of financial and non-financial compensation provided to an employee in return for service rendered at work. This study looked at both extrinsic and intrinsic rewards and how much the selected refugee organizations have invested in rewarding their employees.

Political Based Factor: This means the practice by any staff working in the selected refugee organizations with the main aim to struggle for power, bargaining, Reconciliation, influence and consensus. The study focused on how the employees and managers of the selected refugee organizations push for both individual and organizational interests.

Career Progression Factors: This refers to continuous process of learning and development which is anticipated to enhance acquisition of values that foster employee development. The study established the different ways the refugee organizations under study employ the various aspects of employee career development like trainings, mentorship, coaching and succession planning.

Socio Cultural Factor: In this study, it refers to the elements around attitudes, behaviors, and values in society. The trends and developments are closely related to population, lifestyle, culture, tastes, customs, and traditions. Understanding how these forces manifest and operate is key for any organization. These refugee organizations have diverse human resource with diverse cultural orientation and the study meant to establish how these organizations manage their staff as far as socio cultural factors are concerned.

Perceived Organizational Support: - Refers to the view of the employees of the selected refugee organizations on how these organizations value their contribution and welfare meant to help them achieve the individual and organization goal.

Refugee Organizations: These are the five selected humanitarian organizations in Turkana County, Kenya, whose mandate is to manage the refugees of the world under their jurisdiction by offering the specified services expected of them. They include, Lutheran World Federation, Department of refugee services Dan Church Aid, Film Aid International and Inkomoko.

LIST OF APPENDICES

APPENDIX 1: INTRODUCTION LETTER.....	176
APPENDIX 2: QUESTIONNAIRE FOR GENERAL STAFF.....	177
APPENDIX 3: INTERVIEW HEADS OF THE SELECTED REFUGEE ORGANIZATIONS.....	182
APPENDIX 4: MAP OF KAKUMA REFUGEE CAMP.....	184
APPENDIX 5: REFUGEE SETTLEMENT IN KALOBEYEI CAMP.....	185
APPENDIX 6: PROFILES OF ORGANIZATIONS UNDER STUDY.....	186
APPENDIX 7: LIST OF REFUGEE LED ORGANIZATIONS IN KENYA.....	187
APPENDIX 8: LIST OF REFUGEE ORGANIZATIONS IN KENYA.....	193

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globalization has made today's business environment more strategically competitive and dynamic (Van & Revenio, 2013). Salah (2016) asserts that sustainable competitive advantage (SCA) is increasingly derived from human resources (HR) rather than physical resources. HR is becoming a critical focus for business organizations (Joycelyn, Bless & Mawutor, 2018). The importance of HR in organizations stems from their role in value creation and achieving objectives (Joint ILO–Eurofound report, 2019). Each organization must effectively leverage the exceptional performance of its human resources through a unique organizational structure to stand out in the market (Emeagwal & Ogbonmwan, 2018; Hamadamin & Atan, 2019; Van & Revenio, 2013). Consequently, organizations need to manage and value their people effectively as key sources of competitive advantage (Salah, 2016; Chetana & Mohapatra, 2017).

Globally Labor migration has become increasingly significant, positively impacting the economies of both origin and destination countries. To thrive in today's global economy, multinational corporations (MNCs) must depend on a geographically diverse workforce (Tsedal, 2015; Meyer et al., 2016). This necessity underpins the efforts of the ILO and IOM, which assist countries in adopting orderly, open, and legal labor migration practices while promoting the recognition and protection of migrant workers through improved working conditions and job quality (John, Linda, and Antony, 2013; Joint ILO–Eurofound report, 2019; Zhao et al., 2021; Garcia & Ocampo, 2022). Kenya is one country benefiting from the frameworks provided by the ILO and IOM to safeguard migrant workers from exploitation.

Odipo and Agwanda (2015) argue that migration is currently a major issue impacting many countries worldwide. Labor migration is particularly significant for Human Resource Managers. Individuals are pursuing opportunities that they have been denied in their home countries and regions. This movement occurs within a limited and fragmented international regulatory framework, allowing destination countries considerable leeway to implement their national preferences and Human Resource policies, which are often restrictive regarding labor mobility (Alonso, 2015; Kurekova, 2016). Labor migration results in multinational companies employing individuals from diverse nationalities and cultural backgrounds to manage operations across various countries.

Professional labor mobility involves the relocation of workers across both physical spaces, known as geographical mobility or spatial mobility (Shamala, 2021), and across various job roles, referred to as occupational mobility. Geographical mobility can be either permanent or temporary (Aswani & Shivashankar, 2022). Migration may occur as a voluntary choice or be driven by economic factors and can take both formal and informal forms; migrants may have a diverse range of skills, whether low or high (Shamala, 2021). The movement of workers between regions enables the utilization of local resources as they are identified in new locations, while regional relocation promotes the adoption of new technologies and fosters the growth of emerging industries. On an individual level, professional mobility provides opportunities for improvements in economic conditions for those whose skills or aspirations do not align with their current job or country (Onduko, 2013). Article 13 of the UN Universal Declaration of Human Rights establishes the right to move freely across borders (UN, 2020). The Constitution of Kenya (2010) guarantees Kenyans the freedom to move within the country. Consequently, geographical labor mobility is essential for promoting workforce diversity at global, regional, and local levels.

Aswani and Shivashankar (2022) outline the different types of geographical labor migration as categorized by the World Economic Forum Council. The first type is migration defined by political borders, where boundaries such as county, district, state, and international borders help identify both the places of origin and destination. The second category is international migration, which involves a small percentage of the global population made up of immigrant workers from other countries. This type is characterized by movements that occur across national borders, with labor emigrants and immigrants entering foreign countries being the key terms for these individuals. This category also includes migration between continents. The final type is internal migration, which refers to movement across political boundaries within a country, including transitions from urban to rural areas, urban to urban, rural to rural, or rural to urban (Aswani & Shivashankar, 2022; Zhao et al., 2023; Kumar & Gupta, 2023; Torres & Smith, 2022).

International organizations attract a global workforce, which necessitates geographical labor mobility. This mobility provides organizations with the advantage of fostering diversity in the global market, compelling them to recruit employees from various backgrounds (Tamunomiebi & Chika, 2020). By sourcing talent from a broader pool, organizations can enhance skill transfer and innovation, benefiting economies through diverse experiences, increased productivity, a variety of ideas, teamwork, and opportunities for learning and growth (Dike, 2013; UNHCR, 2019). Moreover, exceptional workplaces cultivate higher employee engagement, and engaged employees are crucial for boosting business productivity and profitability (Gensler Research Institute, 2019; Smith & Jones, 2021; Lee & Kim, 2022).

People move from one geographical area to another in search of employment for a variety of reasons. These motivations can be socio-cultural, political, career-oriented, reward-related, economic, linguistic, or driven by intense competition, a desire to experience a different

country, and the recognition of qualifications (Alessandrini et al., 2016; Mar, 2019; Sanyang & Othman, 2019). Additional factors influencing migration include drought, government policies, improved living conditions, climate, and family ties. Other considerations may involve employment opportunities, life satisfaction, aspirations to achieve valued goals, income levels, lifestyle aspirations, access to health and education services, family connections, cultural migration behaviors, housing availability, climatic conditions, low confidence in the future, discrimination, and challenges with integration (OECD, ILO, & The World Bank, 2015; Regional Australia Institute, 2013; John, Linda & Antony, 2013). These elements shape the push and pull factors of geographical labor mobility, as job seekers and employees in organizations, such as refugee organizations, rely on these factors to decide whether to stay or leave (Chen & Zhou, 2021; Smith & Rodriguez, 2022).

Labor mobility provides benefits to local, regional, and national communities, as well as individual citizens and the internal market. It plays a vital role in promoting economic growth, enhancing competitiveness, creating jobs, and generating business opportunities (Alessandrini et al., 2016). To embrace diversity in the global market, organizations must recruit employees from varied backgrounds (Cletus et al., 2018). Consequently, adopting an international perspective across all functional areas of the company is essential (Mar, 2019). By sourcing talent from a broader pool, economies can experience benefits such as skill transfer and innovation (UNHCR, 2019). The geographical mobility of talent also positively influences the service delivery and overall performance of the organizations affected by this mobility (Fernandez & O'Leary, 2022; Johnson & Smith, 2023).

Successful organizations understand that labor mobility is a vital tool for achieving their strategic goals, particularly in complex and often uncertain environments. A workforce that is mobile both internationally and nationally is essential for organizations to meet their strategic objectives, as these workers are economically active (Santa Fe Relocation Services, 2017;

African Union Commission, 2017). When labor can move freely to locations where it is most productive and valued, economic efficiency is significantly improved.

The workplace in the United States has become increasingly effective and appealing, attracting workers seeking career opportunities. About half of labor migrants have been in the U.S. for over five years; despite some concerns regarding work-life balance and stress, many choose to stay for ongoing career development (Expatriate Explorer Survey, 2018). Furthermore, the survey highlights that 67% of foreign workers in the U.S. believe their earning potential is better than that in their home countries (Meyer & Ferrer, 2020). To enhance workplace environments, U.S. organizations prioritize team building as a crucial component, as it fosters social connections, community, camaraderie, and enjoyment (Baker & Leary, 2021). Team building also aids in communicating shared missions, values, and culture while promoting the exchange of knowledge and best practices (Gensler Research Institute, 2019; Smith & Johnson, 2022). Consequently, geographical labor mobility is actively encouraged in the U.S., ensuring a steady influx of expertise and skills from a diverse global workforce (Nguyen & Smith, 2022).

The European Union (EU) has effectively facilitated international migration within its member states (Wickramasinghe & Wimalaratana, 2017). The concept of European Citizenship, which was strengthened by the freedom of movement for people established in the Maastricht Treaty, represents a significant milestone in the integration process of the EU. Labor mobility has been crucial for the EU in realizing its goals, both within Europe and on a global scale, especially concerning employment and competitiveness. However, despite a growing trend of postings within the EU, overall mobility remains relatively low when compared to the United States (Barslund & Busse, 2016; Holland & Powel, 2013). In fact, both the flow and stock of mobile citizens in the U.S. are approximately ten times greater than those in the EU. While language barriers do not hinder mobility in the U.S., similar

obstacles exist within the EU that may restrict the free movement of workers (Barslund & Busse, 2016; Bertoli et al., 2021).

Additionally, Alfonso, Aron, and Alessandro (2016) highlight that the limited labor mobility between EU countries, in contrast to the states in the U.S., can be attributed to language and cultural differences, as well as significantly diverse policy environments—especially regarding labor markets and social welfare systems. They also point out that ongoing legal and administrative obstacles to the single market hinder mobility, particularly due to issues like the limited transferability of welfare rights, the recognition of qualifications, and access to regulated professions. While labor mobility serves as an important mechanism for adjustment, its effectiveness in absorbing economic shocks is constrained, and the associated costs should not be overlooked.

In their study on labor mobility within the EU, Barslund and Busse (2016) found that postings are not primarily driven by low-wage competitiveness, but rather by efficiency needs and shortages of skilled labor. While wage disparities do play a role, geographical proximity is also a significant factor, as nearly half of all postings occur between neighboring countries. The findings revealed that postings are a substantial issue for many nations; for instance, Belgium and Austria receive approximately 3.2% and 2.3% of their workforce through postings, respectively, while Slovenia sends an impressive 8% of its workforce to other member states. Moreover, postings are predominantly concentrated in the construction sector, where nearly half of all postings take place. Although it is often claimed that posted workers constitute a minor segment of labor mobility, this assertion was shown to be inaccurate.

The phenomenon of geographical labor mobility is similarly present in Africa, recognized as one of the most demographically dynamic regions in the world. With a population exceeding

one billion, predominantly composed of young individuals, Africa must leverage this labor intensity to spur its development. However, the quality of labor-intensive jobs varies significantly from one country to another. Implementing a well-structured labor mobility strategy among African nations could effectively reduce the high costs associated with importing labor from regions such as Europe, Asia, and America (African Union Commission, 2017). For example, South Africa ranks as the second-largest source of foreign direct investment in other African countries (UNCTAD, 2013). These insights are particularly important as the shortage of key skills continues to pose a major challenge for CEOs across Africa, especially in areas like Kakuma and Kalobeyei in Turkana County, Kenya. Recent studies highlight the urgent need for strategic skill development initiatives to address this issue (Smith et al., 2020; African Development Bank, 2021).

In Mauritius, migrant labor primarily consists of skilled workers. This is reinforced by a legal framework that includes the ratification of 40 out of 177 technical conventions, including the Migration for Employment Convention of 1949. However, despite providing information about worker migration to the ILO, Mauritius has not signed the UN 1990 Convention, which seeks to guarantee equal treatment and working conditions for both migrant and local workers, even in cases of temporary employment. Further, Rwanda has established the most comprehensive and adaptable legal framework governing both citizen and foreign labor in the country, serving as a model for other East African Community (EAC) Partner States to consider adopting. Currently, only Uganda and Rwanda have ratified the UN International Convention on the Protection of All Migrant Workers and Members of Their Families (ICMW) from 1990. Although international human rights standards protect all migrant workers, it is recommended that the other EAC nations ratify the ICMW to enhance labor mobility (Khamati, 2022)

In terms of international frameworks for labor migration in Kenya, the country has ratified nearly all ILO Conventions related to migrant labor, including the 2000 Protocol to Prevent, Suppress and Punish Trafficking of Persons, especially Women and Children, and the Protocol against the Smuggling of Migrants by Land, Sea, and Air (ILO, 2019). However, Kenya has not signed the UN International Convention on the Protection of All Migrant Workers and Members of Their Families from 1990, which offers more comprehensive protections for both emigrant and immigrant workers. Nevertheless, according to the Employment Act (2007), section 5(1)(b), as long as an employee meets the qualifications for advertised positions—regardless of whether they are from Kenya or abroad—it is the responsibility of the Minister, labor officers, and the Industrial Court to promote and ensure equal opportunities for migrant workers and their families legally residing in the country.

The Kenyan employment sector also features a significant presence of migrant labor. While many migrants enter the Kenyan labor market with work permits due to appealing pull factors, a substantial portion of the migrant population consists of refugees. Kenya is among the countries globally that host a large number of refugees, leading to the establishment of various refugee organizations within its borders (John, Linda, and Antony, 2013). Notably, the UNHCR (United Nations High Commissioner for Refugees) has been active in this regard since the 1950s, providing assistance to those forcibly displaced. The agency's role expanded in response to emerging refugee crises in Africa, Asia, and Central America during the 1960s to 1980s, fostering partnerships with newly formed humanitarian and refugee-focused NGOs. The UNHCR relies significantly on these NGOs to carry out a variety of projects, including aid distribution, protection services, logistics, shelter, healthcare, water, sanitation, nutrition, and education initiatives (UNHCR, 2023).

Turkana County, recognized as one of Kenya's poorest regions, serves as a host for refugees. The county faces severe challenges, including frequent droughts and famine, which often lead residents to depend on food relief donations. Agriculture in Turkana is jeopardized by multiple factors, such as limited access to water, climate change-induced soil degradation, aridity, erosion, reliance on rain-fed farming, and political obstacles (Turkana County Government, 2018). The presence of numerous NGOs and international NGOs (INGOs) in Turkana highlights the availability of highly skilled personnel sourced from both national and international backgrounds through competitive recruitment processes. These organizations utilize rigorous screening methods to hire qualified individuals, clearly defining the attributes they seek in potential employees. Their job descriptions outline the necessary educational qualifications, skills, and quality standards that align with the specific roles (Atre, 2021).

Perceived Organizational Support (POS) refers to employees' perceptions of how much their contributions and well-being are valued by the organization (Kinigi & Fugate, 2017). This study highlights Flexible Working Arrangements (FWA), employee welfare, and employee engagement as key elements of POS (Chen & Fulmer, 2018; Bilal et al., 2017). Advocating for FWA has become crucial for improving work-life balance (Chen & Fulmer, 2018; Chan et al., 2020). Employee engagement encompasses the emotional and mental connection employees feel toward their work, teams, and the organization as a whole. Three psychological factors influence employee engagement: the sense of meaningful safety at work, the emotional impact of interpersonal relationships and group dynamics, and psychological availability, which can be affected by physical and emotional exhaustion, personal insecurities, and external life pressures (Odirile, 2021).

Kazmi (2018) states that service delivery consists of essential components that illustrate how various interactions between clients and service providers can lead to either a gain or loss of value for the client. The success of businesses is influenced by how effectively service

providers recognize and fulfill customer value needs. Companies that grasp this fundamental concept tend to compete successfully. In the marketplace, organizations that prioritize the customer in all activities and decision-making processes are more likely to succeed. By leveraging internal structures and processes to deliver additional customer benefits beyond the core product, businesses can establish a more sustainable competitive advantage in volatile environments (Thomas, Ishmail, & Michael, 2020).

National and cultural orientations (Seldean, 2021) as well as occupational diversities present unique challenges for human resource management practices in these organizations. Previous research has not adequately explored the moderating effect of perceived organizational support on the relationship between factors influencing geographical labor mobility and service delivery in refugee organizations. Earlier studies primarily focused on the economic development of countries (Bhat, 2022) and the cohesion between employees and refugees (Maksoud, 2021), as well as theoretical perspectives on international migration. There has been a lack of empirical and conceptual reviews (Wickramasinghe & Wimalaratana, 2017) regarding the relationship between labor mobility and the development of countries, particularly in the developed world (Manolo Abella, 2013).

Despite harsh environmental challenges that affect Turkana Region, the various NGOs and INGOs continue to attract various talented human resources through geographical labour mobility. Cognizant to all the challenges, we still have more candidates flocking to Turkana in search of Jobs from the NGOs especially at the UN agencies supporting the refugees (Emuron, 2020). An analysis of the pull and push factors that drive people to work for refugee organizations in different capacities despite harsh economic, security and environmental challenges affecting the areas where the refugee camps are located is critical in planning and executing human resources management strategies that will ensure that

international and national NGOs are adequately staffed to execute their mandate helping the internally displaced persons to feel accepted and appreciated. Whereas the determinants of geographical labour mobility may be political (Maslyn, Farmer and Bettenhausen, 2017), reward based (Salah, 2016), career progression (Connie , Abdifatah and Borbala, 2020 ; Najla , Ana and Ana , 2020) and socio cultural (Masovic, 2018), a clear understanding of those specific to the refugee organizations working in Kenya is critical. This is because a better understanding of the determinants will help such organizations to strategically plan HRM programs and activities to ensure cost effectiveness and optimal service delivery to refugees who usually live in unexpected and sometimes undesirable conditions far away from their homes. This study therefore seeks to fill this gap by establishing the determinants of geographical labour mobility and how they affect service delivery in refugee organizations in light of perceived organizational support.

1.2 Statement of the Problem

Geographical labor mobility encourages organizations to adopt diversity within the global market by hiring employees from various backgrounds (Tamunomiebi & Chika, 2020; Cletus, Mahmood, Umar, & Ibrahim, 2018). This diversity allows organizations to gain from skill transfer and innovation, a variety of experiences, increased productivity, collaborative idea exchange, teamwork, and opportunities for learning and growth (Dike, 2013; Shamala, 2021; Alonso, 2015). The dynamic nature of capitalism by the late 19th century and the aftermath of World War II significantly increased migration rates (Hardy, 2015). Alonso (2015) asserts that geographical labor mobility enhances global efficiency, as it allows individuals to relocate from areas where they receive the least rewards.

Despite the challenging conditions in refugee camps, particularly in Turkana County—marked by limited amenities and harsh climatic factors—NGOs and INGOs must consistently

employ skilled, qualified, and experienced personnel to fulfill their missions (John & Linda, 2013). To attract such talent, these organizations need to create appealing work environments (Mar, 2019; Sanyang & Othman, 2019; Salah, 2016; Chetana & Mohapatra, 2017). While some organizations have succeeded in this regard, many still face difficulties in attracting and retaining high-caliber human resources. Therefore, a thorough analysis of the key determinants of geographical labor mobility is essential for developing HR strategies that promote the stability and sustainability of these organizations, given their vital role in assisting individuals displaced by conflict and other crises.

Numerous studies have explored the factors that attract human resources to organizations. These studies have identified several key determinants, including reward-based, political, career-oriented, and socio-cultural factors (Aswani & Shivashankar, 2022; Ugochukwu, 2021; George & Zakkariya, 2018; Olorunleke, 2015; Maslyn, Farmer & Battenshausen, 2017; Masovic, 2018; Peter, Abang & Abang, 2015). However, the degree to which these factors influence geographical labor mobility, particularly in the context of refugee organizations, remains unclear

While research on geographical labor mobility has been conducted, it has largely overlooked the refugee sector, despite its vital role in conflict resolution and humanitarian aid. Most studies have instead focused on industries such as construction (Shamala, 2021), hospitality (Peter, Abang, & Abang, 2015; Khadijetou, 2016), milk processing (Bhavani, Bharathi & Manjunath, 2016), and leather processing (Mina, Kateryna, & Abdur, 2021). Additionally, these studies have failed to account for the socio-cultural challenges faced by NGOs and INGOs in the refugee sector when working with internationally displaced individuals from diverse backgrounds, including differences in origin, religion, ethnicity, political beliefs, and

cultural practices, which can often lead to significant stress (Antares Foundation, 2021; Palmvik, 2018; Gathiaka & Muriithi, 2020).

In addition, National, cultural orientation (Seldean, 2021) and occupational diversities exist in such entities, presenting unique situations for human resource management practice. Previous studies have also not addressed the moderating role of perceived organizational support that may affect the relationship between determinants of geographical labour mobility and service delivery in refugee organizations with those earlier done on the subject only being done on economic development of a country (Bhat, 2022) cohesion between the employee and the refugees (Maksoud, 2021) theoretical perspectives of international migration, leaving empirical and conceptual reviews (Wickramasinghe & Wimalaratana, 2017) and the relationship between mobility and development of countries in developed world. (Manolo Abella, 2013) among others. This study therefore seeks to fill this gap by establishing the determinants of geographical labour mobility and how they affect service delivery in refugee organizations in light of perceived organizational support.

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of this study was to assess the Determinants of Geographical Labour Mobility on Service Delivery of Selected Refugee Organizations in Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were:

- i. To establish the effect of Reward factors on service delivery of selected refugee organizations in Kenya.
- ii. To assess the effect of Political factors on service delivery of selected refugee organizations in Kenya.

- iii. To analyze the effect of Career Progression factors on service delivery of selected refugee organizations in Kenya.
- iv. To evaluate the effect of socio-cultural factors on service delivery of selected refugee organizations in Kenya.
- v. To establish the moderating effect of perceived organizational support on the relationship between geographical labour mobility and service delivery of selected refugee organizations in Kenya.

1.4 Research Hypothesis

The study was guided by the following research Hypotheses:

- Ho1:** Reward factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.
- Ho2:** Political Factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.
- Ho3:** Career progression factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.
- Ho4:** Socio-cultural factors do not have a significant effect on service delivery of selected Refugee organizations in Kenya.
- Ho5:** Perceived organizational support has no significant moderating effect on the relationship between geographical labour mobility and service delivery of selected refugee organizations in Kenya.

1.5 Significance of the Study

The study offers insight into the relevance of geographical labor mobility and perceived organizational support in enhancing Service Delivery in Refugee organizations in Kenya. Researchers will benefit from both the theoretical review and findings of the study which is

aimed at establishing the link between geographical labor mobility, perceived organizational support and service delivery. Theoretically, through the findings, the study will shed more light on the concept of labor migrations and how this concept could be refined to improve various management systems in organizations especially the International/multinational organizations.

Government and policy makers also gain insights on the critical effect of labor mobility in different organizations in Kenya and globally. It is envisaged that the findings and recommendations of this study will assist policy makers and formulators in development of relevant policies, regulations and legal framework to enhance management of procedures and risks that have resulted due to the same, especially for organizations working with internationally displaced persons.

The UN agencies such as United Nations Humanitarian Commission for Refugees (UNHCR) and related organizations, benefit from the insights derived from the empirical literature and findings of this research in enhancing proper management of labor migrants and refugee organizations.

The Host community in Kakuma municipality, Kalobeyei ward and the Kenyan community at large will gain insights on pull factors for such labour hence be able to embrace the labor migrants who come from overseas or locally coming from different counties or sub- counties. They appreciate the aspect of diversity both in organizational development, in political, social economic, cultural and economic realism of their society.

The leaders in the host country will have proper understanding of labour migration and through such knowledge, they will be able to appreciate, formulate policies and regulatory frameworks to help manage labor migration.

1.6 Scope of the Study

The research aimed at assessing the determinants of geographical labour mobility on service delivery in selected refugee organizations in Kenya. The target area was Kalobeyei and Kakuma Municipality in Turkana West Sub- County, Turkana County. The choice of Turkana County was necessitated by the presence of the refugee organizations, migrant staff, structures and programs that allows for a comprehensive examination of HRM of refugee organizations and how it affects service delivery across a wider spectrum. The study population involved Department of Refugee Services (DRS), World Vision Kenya, Film Aid International, Dan Church Aid (DCA) and InkoMoko organizations operating in Kalobeyei ward and Kakuma Municipality wards. The data collection process for this research ran for a period of three months (March – May, 2024), during which relevant information and data was gathered to address the research objectives and explore the relationship geographical labour mobility determinants and service delivery in the selected refugee organizations.

The Conceptual Scope include, General concept of Geographical Labour mobility, the constructs of the independent variables were; Reward Based Factors, Political Based Factors, Career Progression Factors, Social –Cultural Factors. The constructs of the Dependent Variable include service delivery where Target attainment, Stakeholders satisfaction and timeliness were discussed. The moderating Variable of this study was Perceived Organizational Support where Amenity provision, Flexible Working Arrangement, Fairness and Employee Engagement was discussed. The primary respondents for this research were three hundred (300) comprising of the Heads of the Organization, Management and general staff in the selected refugee organizations.

1.7 Limitations of the Study

Ideally, this study could have been carried out in all refugee organizations in Turkana. The study conducted on the selected refugee organizations may limit the applicability of the

findings to other refugee organizations in the county and in the country at large. However, the refugee organizations are under UNHCR(NGO) and DRS (GO) who are the heads the inter agencies forums. This is because their common interest is humanitarian assistance to the refugees through various aspects. As a result, the findings may be generalized since the interest is in the management of human resources which is a common factor to all organizations because they cannot deliver their mandate without the HR. The findings of this study will therefore be an important starting point of debate on the determinants of geographical labour mobility and service delivery in refugee organizations.

There was a timeframe into which the data collection instruments were to be responded to. Some respondents did not prioritize filling the questionnaire leaving them un attended. To address the delayed response, the researcher made follow-up phone calls to study participants. These calls served as reminders and provided an opportunity to reiterate the anonymity of their responses. The proactive follow-up helped increase the response rate and ensured that data collection proceeded in a timely manner.

The researcher experienced unavailability of the top management to respond to the interview scheduled for them. Bearing in mind the busy schedule was characterized by meeting, travels and supervision as part of their work sometimes getting them might not be easy. The researcher booked appointments with the respondents of the Interview schedule through phone calls and because of distance some managers sent the interview schedule though mail and whatsapp.

The study's scope was limited to reward-based, political, career development, and socio-cultural factors, potentially overlooking other relevant variables such as organizational culture or Technological and environmental factors that might also influence service delivery.

Additionally, while reward-based factors were found to have a positive but statistically non-significant impact on service delivery, their effect was not strong enough to be considered a primary driver, suggesting that further investigation is needed. The diverse geographical and demographic background of respondents could also introduce variability in responses, affecting the generalization of the findings. Furthermore, the moderating role of perceived organizational support was complex, with its influence being less clear for reward-based and political factors, indicating a need for more research on this interaction

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

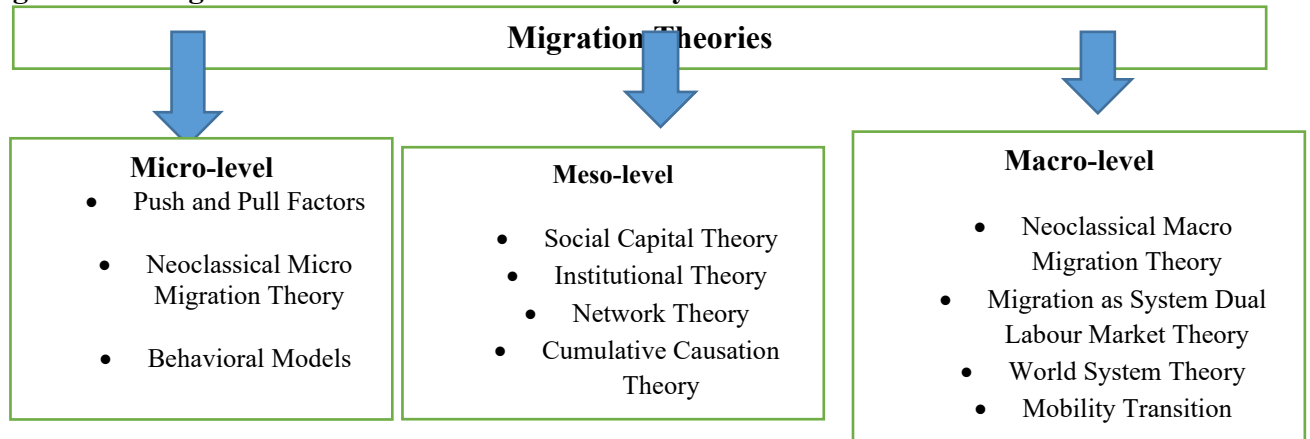
This chapter offers an overview of pertinent academic literature. It includes both theoretical and empirical studies that support the research, outlines the study's conceptual framework, critiques existing literature, and identifies a research gap.

2.2 Theoretical Literature Review

Migration is a multifaceted phenomenon that spans various disciplines and has sparked numerous debates and theories over time. Various economic, social, geographical, and other factors influence individuals to leave their home areas (Shamala, 2021), which forms the basis of this study. Migration theories (Figure 2.1) are categorized according to different viewpoints. Hammar, Brochmann, Tamas, and Faist (1997) sought to classify these theories by examining levels of migration. They, along with Faist and Faist (2000), identified three primary categories of migration theories: micro-level, macro-level, and meso-level. Micro-

level theories focus on migration decisions from the perspective of individuals. In contrast, macro-level theories address migration choices from a broader viewpoint, considering factors such as a country's economic structure. Meso-level theories bridge the gap between the previous two, examining factors like family ties, social networks, peer groups, and marginalized communities (Wickramasinghe & Wimalaratana, 2017).

Figure 2.1 : Migration Theories: Level Based Analysis



Source: Faist & Faist, 2000; Hagen-Zanker, 2008; Hammar et al., 1997

According to Wickramasinghe and Wimalaratana (2017), migration theories serve as valuable frameworks for comprehending the movement of people from a broader perspective. These theories can be associated with various factors, including economic, social, legal, political, cultural, and ethnic influences. However, it seems that all theories addressing international migration have certain limitations. This may stem from the inherently complex nature of migration itself. Furthermore, migration is a multifaceted phenomenon that intersects with numerous disciplines such as economics, sociology, geography, culture, religion, law, political science, demography, and psychology. Consequently, it is evident that the scholars who developed these theories approached migration through the lens of their specific fields. What is now needed is a comprehensive approach to migration that offers a more nuanced understanding of this global issue. This study will be guided by two theories: Neo-classical migration theory and Herzberg's two-factor theory.

2.2.1 Neo –Classical Migration Theory

The neoclassical theory of migration is one of the earliest frameworks that addresses issues related to labor migration. Formulated by 19th-century geographer Ravenstein, this theory argues that economic factors are the primary motivators behind migration. He also highlighted the significant impact of distance and population density on migration patterns. According to the neoclassical theory, migration occurs due to imbalances between the supply and demand for labor (King, 2013). Initially, this framework was intended to elucidate labor migration in relation to economic development (Gurieva & Aleksandr, 2015). Wage differences between various labor markets and countries serve as key drivers of international migration. Generally, labor tends to migrate from countries with lower capital to those with greater capital, as individuals seek improved returns on their investments. Conversely, highly skilled workers might relocate from capital-rich countries to those with less capital in order to optimize their earning potential (Mongina, 2016).

The economic conditions of different regions influence migration patterns: regions with promising economic opportunities draw in immigrants, whereas areas facing unfavorable conditions experience emigration. Typically, migration trends show a movement from low-wage regions to high-wage ones, while capital tends to move in the opposite direction (Massey et al., 1993).

Neoclassical migration theory is categorized into macro and micro levels. The macro perspective, which originates from J.R. Hicks' writings in 1932, posits that the unequal distribution of labor and capital leads to differences in earnings and living conditions, thereby motivating migration. Individuals move to areas where economic and working conditions are more favorable, seeking to reduce disparities in income and quality of life. This macro viewpoint suggests that international labor migration is primarily influenced by variations in employment rates and wages, with migrants expecting to earn more in their new countries.

Those considering migration weigh the potential costs and benefits, often choosing destinations that promise better long-term financial returns. Personal factors, especially levels of human capital, play a significant role in determining an individual's chances of migrating and securing employment (King, 2013).

At the micro level, the theory is based on several key assumptions: international labor migration happens because of wage disparities between countries, and when these wage differences diminish, the movement of labor will stop. Distinct sources of human capital can develop for both skilled and unskilled workers, influenced by different motivating factors. The labor market serves as the main driver for international labor migration, whereas other types of markets play a less significant role (Gurieva & Aleksandr, 2015).

However, one limitation of this model is the imperfect nature of labor markets. Reaching equilibrium between supply and demand requires time; in an ideal market, unemployment would not be present. Therefore, migration does not instantly balance labor supply and demand (Gurieva & Aleksandr, 2015). Migrants incur various costs, such as transportation, job hunting, learning new languages and cultures, along with the emotional challenges of leaving familiar settings and adjusting to new surroundings. In general, migrants often possess higher education levels than the overall population in their home countries (Massey et al., 1993).

The neoclassical theory of migration plays a crucial role in understanding the variables under this study. By emphasizing economic incentives as the primary drivers of migration, this theory helps to explain how individuals move to regions with better job prospects and wages. As labor migrates in search of better opportunities, perceived organizational support becomes a significant factor in facilitating this transition. When organizations in the destination areas actively support migrants through integration programs and resources, they enhance the

overall service delivery in those sectors. This interplay suggests that organizational support can positively influence the effectiveness of labor mobility, thereby improving service outcomes. Recent studies, such as those by Zhang et al. (2020) and Lee & Kim (2021), support the notion that perceived organizational support significantly enhances the adaptation and productivity of migrants, ultimately contributing to improved service delivery. Conversely, a study by Smith et al. (2022) challenges this framework, arguing that factors such as cultural differences and institutional barriers can undermine the effectiveness of perceived support, thus limiting the benefits of labor mobility for service outcomes. This nuanced understanding highlights the importance of considering both economic incentives and organizational contexts in the migration discourse.

2.2.2. Herzberg's Two Factor Theory.

The Two-Factor Theory, introduced by Frederick Herzberg in 1959, is grounded in feedback from 200 engineers and accountants in the United States about their work experiences. Herzberg categorized influences on employees' attitudes and performance into two groups: motivators (satisfiers), which enhance job satisfaction and include aspects like achievements, recognition, responsibility, and opportunities for advancement, and hygiene factors (dissatisfiers), which contribute to job dissatisfaction and involve elements such as working conditions, salaries, relationships with colleagues, administrative policies, and supervision (Herzberg, 1966; Samira et al., 2020). Motivators are intrinsic factors that improve job satisfaction, while hygiene factors are extrinsic elements that help avoid dissatisfaction. Herzberg emphasized that simply providing hygiene factors does not ensure job satisfaction; instead, it is crucial to focus on motivators to enhance employee performance and productivity (Wan, Tan, & Mohammad, 2013).

The Two-Factor Theory has parallels with Maslow's hierarchy of needs but adds further dimensions to understanding workplace motivation. It argues that satisfying lower-level

needs (extrinsic or hygiene factors) prevents dissatisfaction but does not drive motivation. To foster motivation, organizations must fulfill higher-level needs (intrinsic or motivational factors) (Wan, Tan, & Mohammad, 2013). This indicates that while addressing hygiene factors can help prevent employee dissatisfaction, it won't necessarily encourage them to put in extra effort. To truly enhance motivation, organizations should concentrate on fulfilling intrinsic factors (Robbins, 2009).

This theory suggests that extrinsic factors have a limited impact on employee motivation. Commonly known as job context factors, these elements primarily work to prevent dissatisfaction rather than actively enhance motivation (Robbins, 2009). They help employers establish a supportive work environment that reduces negative conditions. While addressing these extrinsic needs can avoid dissatisfaction, it often results in employees feeling indifferent instead of truly satisfied or motivated. If employers neglect to meet these extrinsic needs, job dissatisfaction is likely to arise (Wan, Tan, & Mohammad, 2013).

In contrast, intrinsic factors are essential for boosting job satisfaction. Referred to as job content factors, they offer employees meaningful work that addresses their needs for achievement, responsibility, and personal growth (Robbins, 2009). These intrinsic elements significantly enhance employee performance by fulfilling basic psychological needs. When employees' motivational needs are satisfied, their productivity and efficiency tend to increase (Wan, Tan, & Mohammad, 2013).

The theory also suggests that intrinsic and extrinsic factors are interconnected. Although extrinsic factors can remove dissatisfaction, they do not foster job satisfaction. In contrast, a strong presence of intrinsic factors promotes personal growth and enhances performance, but without them, employees may feel indifferent toward their jobs. While extrinsic factors can motivate employees to perform tasks, intrinsic factors affect the quality of their work. These

two categories are not simply opposites; rather, a lack of satisfaction does not mean there is dissatisfaction, and the absence of dissatisfaction does not ensure satisfaction (Robbins, 2009).

The Two-Factor Theory can be effectively linked to the concepts of geographical labor mobility, perceived organizational support, and service delivery. When employees migrate for work, they often seek environments where both intrinsic and extrinsic factors are adequately addressed. Perceived organizational support plays a critical role in this context, as it can enhance the impact of intrinsic factors by fostering a sense of belonging and commitment among migrants. Organizations that provide strong support are likely to improve both job satisfaction and service delivery by addressing employees' needs for achievement and personal growth. Conversely, if only extrinsic factors, such as salary and working conditions, are addressed, employees may remain disengaged despite a lack of dissatisfaction. Thus, the interplay between these factors significantly influences not only employee motivation and performance but also the overall effectiveness of service delivery in organizations that rely on a geographically mobile workforce.

2.3. Conceptual Review of Variables

This study reviewed concepts as used in this research to enable clear understanding.

2.3.1 The Concept of Geographical Labour Mobility

Geographical labor mobility, or spatial mobility, refers to the movement of workers across different physical locations (Shamala, 2021). This mobility can be either permanent or temporary (Aswani & Shivashankar, 2022). When workers relocate to different regions, it enables the utilization of local resources as they are discovered, facilitates the adoption of new technologies, and promotes the development of emerging industries. On an individual level, geographical labor mobility allows people to improve their economic circumstances,

especially when their skills or aspirations do not align with the job market or opportunities in their current location (Onduko, 2013).

Aswani and Shivashankar (2022) outline the different types of geographical labor migration as classified by the World Economic Forum Council. The first type is migration based on political borders, which identifies the origin and destination of migrants by the political boundaries they cross, such as county, district, state, and international borders. The second category is international migration, characterized by the movement of a small portion of the global population as immigrant workers entering a foreign country. This includes labor emigrants leaving their home country and also encompasses migration between continents. The final type is internal migration, which refers to movement within a country, including shifts across political lines, whether urban to rural, urban to urban, rural to rural, or rural to urban (Aswani & Shivashankar, 2022).

Geographical labor mobility encourages organizations to embrace diversity in the global market, necessitating the recruitment of employees from various backgrounds (Tamunomiebi & Chika, 2020). By sourcing skills from a broader talent pool, economies benefit from skills transfer and innovation, resulting in diverse experiences, increased productivity, idea exchange, teamwork, and overall growth (Dike, 2013; UNHCR, 2019). Effective workplaces foster employee engagement, which is crucial for enhancing business productivity and profitability (Gensler Research Institute, 2019).

People migrate for various reasons when seeking employment, including socio-cultural, political, career-related, reward-driven, economic, linguistic factors, intense competition, the desire to experience a new country, and the recognition of qualifications (Alessandrini et al., 2016; Mar, 2019; Sanyang & Othman, 2019). To successfully embrace global market diversity, organizations must recruit from diverse backgrounds (Cletus et al., 2018). The

mobility of talent positively impacts service delivery and overall performance within organizations (UNHCR, 2019).

This study will examine the reasons employees of refugee organizations have relocated from their places of origin to their workplaces. Through various data collection methods, the research will explore the types of labor migration occurring within refugee organizations and their influence on service delivery.

2.3.1.1 The Concept of Reward Based Factors.

According to Joycelyn, Bless, and Mawutor (2018), a reward encompasses all forms of financial and non-financial compensation that employees receive in exchange for their work. Rizwan, Muhammad, Hazoor, and Nosheen (2016) categorize rewards into two types: extrinsic rewards (or hygiene factors), which are tangible benefits such as bonuses, salary increases, gifts, and promotions, and intrinsic rewards, which provide personal satisfaction through feedback, recognition, and empowerment from the employer. The main challenge is achieving a balance between motivating employees through extrinsic rewards and ensuring their intrinsic happiness. Additionally, rewards should align with individual employee personalities. Monica and Luis (2015) further clarify that both types of rewards can enhance employees' attitudes, behaviors, performance, and overall well-being, contributing to organizational sustainability. Managers in refugee organizations must understand which rewards are most effective for their diverse workforce.

Rewards play a crucial role in influencing performance, serving as a means to recognize high achievers (Ugochukwu, 2021). Ineffective use of rewards can fail to positively impact performance (Omolawa & Bawalla, 2017). A well-implemented reward system can lead to improved employee performance by fostering motivation. Employees expect significant rewards when they perform well, as highlighted by Nurul, Sabiroh, and Eliy (2021).

Reward systems can enhance psychological empowerment and boost work motivation (George & Zakkariya, 2018). However, these systems are typically established by the organization (Antoni et al., 2017) to maintain fairness among employees and prevent conflicts that could disrupt the psychological contract (Erdogan et al., 2018). Additionally, rewards should align with the organization's strategic policies and the output of skilled employees (Muduli & Pandya, 2018).

Recognition is often viewed as a vital management tool for motivating employees and enhancing performance. There is a clear link between employee recognition and both motivation and performance (Ndungu, 2017). Public recognition can lead to significant improvements in employee performance (Bradler et al., 2016), as it makes employees feel valued within the organization. Mina, Dr. Kateryna, and Md. Abdur (2021) emphasize that strong recognition programs foster high efficiency, with employees reporting that recognition is more effective in boosting engagement, performance, and innovation than additional bonuses or fixed pay (Kaufman et al., 2013).

Individualizing rewards for each employee is crucial, as it involves understanding their needs and preferences, which can lead to higher motivation levels. This tailored approach can also optimize resource allocation and reduce management costs related to reward systems (Livne & Rashkovits, 2018).

Creating a comprehensive reward strategy is essential for effectively compensating employees. This strategy encompasses everything employees value in their employment relationship (Taufek, Zulkifle, & Sharif, 2016). In today's organizational landscape, motivating employees and enhancing their engagement is a top priority (Hoole & Hotz, 2016). Organizations are increasingly focusing on total reward systems as a means to motivate employees and improve performance (Giancola, 2011). Total rewards include both

intrinsic and extrinsic components that can attract, motivate, and retain employees, with different combinations influencing the employee-employer relationship (Monica & Luis, 2015).

This research aims to examine how the management of the refugee organizations in question utilizes intrinsic, extrinsic, and total rewards as factors influencing service delivery of refugee organizations.

2.3.1.2 The Concept of Political Based Factors.

The term "politics" originates from the Greek word for a state or city and was first used by Aristotle in his work "Politics" to discuss the governance and affairs of Greek states. Aristotle described humans as "political animals," emphasizing that relationships formed through interactions with others create political connections. Politics can be practiced by anyone within governments and organizations, primarily aiming to compete for power, negotiate, reconcile, influence, and build consensus (Bicer, 2020; Bernard & Augustina, 2014), and it is often used to advance personal or collective interests (Ilias & Ioannis, 2018). Consequently, politics can be categorized into two types: state politics and organizational politics (Bernard & Augustina, 2014).

Olorunleke (2015) and Maslyn, Farmer, & Bettenhausen (2017) argue that managers recognize that organizational politics is not inherently negative and is unavoidable. Politics and power are crucial components of organizations that significantly affect their goals and objectives (Maslyn, Farmer, & Bettenhausen, 2017). Can (2020) notes that politics is also a characteristic of all social entities, including organizations. In the context of diverse personalities within organizations, political behaviors vary greatly based on employees' perceptions of power and politics. Each organization has its own unique environment and

methods for accomplishing tasks. Political behavior can create a political atmosphere that influences employees' future attitudes and actions (Ilias & Ioannis, 2018).

Negative perceptions of politics can lead to counterproductive work behaviors (CWB), such as increased absenteeism, reduced performance, heightened job stress, and lower job satisfaction (Wiltshire, Bourdage, & Lee, 2014). Positive organizational politics, on the other hand, encompass elements like employee empowerment, inclusivity, effective communication, integrity, and accountability (Gotsis & Kortezi, 2010).

To mitigate negative perceptions of politics (POPs) and foster positive politics, organizations and their leaders should educate themselves about workplace politics and develop strategies to encourage constructive political behavior (Laura, 2018). Effective communication between leaders and their teams is essential (Griffith-Cooper & King, 2007). Justice and rewards play a significant role; procedural and distributive justice can help neutralize negative perceptions, with distributive justice being particularly impactful (Harris, Andrews, & Kacmar, 2007). Furthermore, personality traits, especially those related to honesty and humility, significantly affect perceptions of organizational politics. Prioritizing employee well-being and maintaining open lines of communication are critical for promoting positive political behavior within organizations (Franke and Foerstl, 2018).

Politics is present in virtually every organization. While many people recognize political dynamics within government, they often overlook or deny the existence of politics in other contexts, including churches, schools, sports teams, and volunteer organizations. However, the workplace is where political dynamics can have a direct impact on individuals daily (Laura, 2018).

Political behaviors in organizations refer to deliberate actions that involve influence tactics, self-presentation, impression management, and helping behaviors aimed at managing shared

organizational processes to achieve specific goals, even if those goals are ambitious or unrealistic. Overall, political behaviors can stem from both self-serving and altruistic motivations as employees and managers strive to achieve personal or organizational objectives. These behaviors can vary from active engagement to passive participation, forming a framework within which individuals operate to fulfill their goals (Bicer, 2022).

2.3.1.3. The Concept of Career Progression Factors

Career development is an ongoing process that focuses on enhancing employee skills and values to support their growth. Defined as the lifelong management of learning, work, leisure, and transitions, career development aims to help individuals move toward their desired future (Gulyani & Sharma, 2018). It involves creating a pathway for employees to achieve their career aspirations, which may include progressing to more responsible roles within an organization. To maximize their potential, organizations should provide internal career opportunities, ensuring that talented employees are placed in positions where they can deliver the most value (WorldatWork, 2015). Career management refers to the continuous preparation, implementation, and assessment of career plans, whether undertaken individually or in alignment with the organization's career framework (Sulaefi, 2018).

Career development is a strategic approach to aligning employee objectives with organizational needs, involving actions taken by both employees and the organization to fulfill career aspirations and job demands (Kamau & Dr. M, 2017). Career Development Opportunities reflect the organization's commitment to fostering employee growth through continuous learning while aligning individual potential with the organization's goals. It is vital for organizations to create opportunities that harmonize the career ambitions of their employees with the organization's objectives (Peter, Abang, & Abang, 2015).

Career planning involves assisting employees in navigating their careers based on their capabilities while considering organizational requirements. This management technique helps shape the careers of young employees aspiring to skilled, supervisory, or managerial roles. Career planning has become increasingly significant in human resource management, as individuals seek to develop careers that fulfill their personal aspirations. The responsibility for career management is shared between the individual and the organization. In today's competitive landscape, the onus of career management is shifting more towards individuals (Chebet, 2015). Conversely, Mwangi and Gachunga (2016) argue that factors influencing career progression can positively affect service delivery. Their research highlighted that management often overlooks staff achievements, even after employees enhance their qualifications, leading to a lack of motivation among others. Many respondents noted that in-service training opportunities were either insufficient or irrelevant, indicating that effective career progression depends significantly on management support.

Organizations that neglect career development programs risk losing talented employees. Implementing a career development program not only helps retain valuable talent but also reduces the likelihood of turnover, making such programs essential. The key components of career development include education, capability, networking, and experience (Shaito, 2019).

The first component, education, encompasses both formal training (degrees, certifications, classes) and self-directed learning (reading, online courses, staying updated with industry trends). While education is crucial for understanding the industry landscape, it should be balanced with practical experience. Education is empowering, but how it is applied in real-world situations is even more critical (Shaito, 2019).

The second component is capability, referring to the essential skills required for job performance, including data analysis, strategic development, project management, and

software proficiency (Shaito, 2019). Tactical skills such as delegation and the ability to reward effective performance are also vital. People are motivated by rewards, whether simple recognition or financial incentives (Shaito, 2019).

Networking is the third component, which involves maintaining professional relationships that can provide support and assistance. Just like any relationship, a business network requires ongoing effort and nurturing (Owyang, 2012). The fourth component is experience, where a solid career path often revolves around a central theme—such as marketing or management—highlighting the importance of a strong professional history (Owyang, 2012).

Effective career planning enables employees to recognize their strengths and weaknesses, allowing them to set relevant career goals. A well-structured career planning process helps organizations leverage the skills and ambitions of their workforce to fill job vacancies effectively (Salahat & Abdul Majid, 2016).

Coaching and mentoring are vital elements of employee development that focus on enhancing specific skills and competencies while also influencing personal attributes like confidence and communication skills. Organizations recognize that providing professional support is essential for their staff, which is why coaching and mentoring have become key tools for development, initially aimed at senior leaders but now applicable across all levels (Al Hilali, Al Mughairi, Kian, & Karim, 2020).

According to Joo, McLean, & Sushko (2012), coaching has become a significant part of many organizations' learning and development strategies. It encompasses various aspects such as learning, development, behavioral change, performance, leadership, and organizational commitment. Mentorship involves a relationship between a more experienced mentor and a less experienced mentee, where the mentor guides the mentee to achieve better outcomes in their field (Omale, Oguiche, Duru, & Daniel, 2017).

2.3.1.4 The Concept of Socio – Cultural Factors

Socio-cultural factors encompass the attitudes, behaviors, and values present in society, influenced by population dynamics, lifestyle choices, cultural practices, and traditions. Understanding these forces is crucial for any organization. For businesses aiming to promote their brands, a deep comprehension of the sociocultural characteristics relevant to their target audience is essential (Seldean, 2021).

Cultural differences can significantly impact organizational behavior and attitudes. For example, in China, fostering strong relationships often involves sharing meals and drinks, which helps build trust and networks, a concept known as "guanxi." In contrast, in the United States, there is a tendency to limit socialization with potential business partners unless absolutely necessary to avoid awkward situations. Certain gestures, such as cheek kissing or firm handshakes, may be considered offensive or strange by foreign colleagues. Therefore, it's important to maintain professionalism and be mindful of body language, and to ask questions if unsure (Seldean, 2021).

A well-balanced combination of exceptional service orientation and organizational culture can provide a competitive edge. Companies can enhance service delivery by cultivating a client-focused culture. With the increasing competition in today's business landscape, particularly in the service sector, traditional marketing strategies can be challenging to implement effectively (Thomas, Ishmail, and Michael, 2020).

Culture plays a significant role in various aspects of international business communication, including relationship building, negotiations, international management, and marketing strategies related to branding and consumer behavior (Budzanowska-Drzewiecka, Marcinkowski, & Motyl-Adamczyk, 2016). Language serves as a crucial tool for bridging cultural gaps in international business. Understanding the language of target clients and how

to communicate effectively is advisable. For instance, in India, professionals tend to communicate in nuanced and indirect ways, whereas Finns prefer a direct and concise style (Seldean, 2021). Cities often introduce new language courses to support migrants, collaborating with NGOs and volunteers to facilitate integration and education. These initiatives complement the efforts of local administrations and help fill gaps in funding and staffing. Language barriers can hinder access to vocational training, and cities may lack the capacity to offer higher education or recognize prior learning (Eurocities, 2017).

In Kenya, the culture is highly collectivistic, with individuals deeply reliant on their social and familial networks. There is a strong sense of obligation to support those around them, often requiring individuals to prioritize the group's needs over their own. Financial assistance for less fortunate family members is common, and when a friend requests help, it is expected to be given. In the Kenyan business context, appointments should ideally be made at least two weeks in advance, and confirming the meeting details two or three days prior is essential. Titles hold significant importance, and individuals are usually addressed by their academic or professional titles followed by their surnames. Once a personal relationship is established, it may be acceptable to use first names or nicknames, but it is best to let the Kenyan counterpart indicate when such informality is appropriate (The Cultural Atlas, 2021).

2.3.2 The Concept of Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to how employees feel about the support they receive from their organization in fulfilling their work responsibilities. It reflects employees' views on how much their contributions and well-being are valued by the organization (Kinigi and Fugate, 2017). This study examined concepts under POS, including Flexible Working Environment (FWA), employee welfare, and employee engagement (Chen and Fulmer, 2018; Bilal et al., 2017).

The growing demands placed on employees have driven a desire for improved work options, prompting organizations to provide flexibility in daily work arrangements, which helps reduce employee turnover (Timms et al., 2015). Advocating for Flexible Working Arrangements (FWA) has gained importance as employees seek organizational support in balancing work with personal life (Chen and Fulmer, 2018; Chan et al., 2020).

According to Chen and Fulmer (2018), FWA generally allows employees to choose their working hours or how they organize their work environment. This includes options such as flextime, part-time work, career breaks, job sharing, and various types of leave. The advancement of technology has made the demand for FWA increasingly significant, helping organizations support employees in managing their work-life responsibilities (Alle, John, 2013).

While some organizations were already implementing FWA, the global pandemic accelerated its adoption across many HR policies worldwide. For example, COVID-19 forced many employees to work from home beginning in December 2019 due to the rapid spread of the virus (Chan et al., 2020). To mitigate the outbreak, organizations globally had to adapt FWA to comply with guidelines from health authorities (Hwang and Hallow, 2020).

Employee Engagement reflects the emotional and mental connection employees have with their work, their team, and the organization as a whole. It has become a top priority for Human Resource managers. Three psychological factors influence employee engagement: the meaningfulness of work, the emotional dynamics of interpersonal relationships, and psychological availability, which can be affected by factors like physical and emotional energy and external life challenges (Odirile, 2021).

Employee Engagement (EE) is vital for successful service delivery in businesses worldwide. It encompasses behaviors such as citizenship, energy absorption, participation, efficiency,

commitment, and positivity, all of which enhance employee performance (Hinzmann, Rasticova & Sacha, 2019). Engaged employees invest emotionally, physically, and cognitively in their work, which improves service delivery (Eldor and Harpaz, 2015). Conversely, disengaged employees may appear physically present but are mentally withdrawn. Managers should involve employees in the goal-setting process to promote understanding and commitment to objectives.

Employee disengagement can arise from various factors, including a lack of autonomy, limited advancement opportunities, insufficient interaction, and lack of motivation from supervisors. When employees feel unsatisfied, committed, and involved, they may lose their drive to perform (Bersin, 2015). High rates of absenteeism can signal a lack of EE, necessitating the identification of root causes through anonymous surveys. Disengagement may also stem from management's perceived indifference to employees' ideas and concerns (Ruck, Welch, and Menara, 2016).

Bilal et al. (2017) agree with Aslam et al. (2015) that organizational injustice contributes to employee disengagement. Competent public sector employees may become disengaged when frequently transferred to overburdened departments without adequate rewards, facing procedural irregularities and a lack of promotional opportunities. Such unfair treatment can lead to a strong desire to leave the organization, resulting in costs related to recruitment and training new hires.

Welfare facilities are designed to enhance employee comfort at work and can be categorized into two types. Intramural activities occur within the organization, including facilities like restrooms, crèches, canteens, medical aid, and subsidized food. Extramural activities take place outside the workplace, such as family planning, child welfare, cooperative stores, and

transportation services. Additional facilities that contribute to employee comfort may include canteens, rest areas, medical aid, and consumer cooperative stores.

2.3.3 The Concept of Service Delivery

Service delivery is closely linked to service quality, as highlighted by Shittu (2020). Kazmi (2018) describes service delivery as involving various components that detail how interactions between clients and service providers occur, ultimately affecting the value perceived by the client.

The effectiveness of businesses hinges on their understanding of customer value needs and their ability to meet those needs. Companies that grasp this fundamental principle tend to perform well in the market. Success in competitive environments is achieved by organizations that prioritize the customer in all their activities and decisions. Leveraging internal structures and processes to enhance customer benefits beyond the core product offers a sustainable competitive edge, particularly in dynamic business landscapes (Thomas, Ishmail, and Michael, 2020).

To enhance service delivery, organizations must provide effective services that address recipient needs. When services meet these needs, they are likely to be viewed as high-quality (Kavoo-Linge, 2017). Across various sectors, there is a significant focus on delivering quality services to boost organizational performance. Scholars have identified key factors contributing to quality service, including integrity, reliability, responsiveness, availability, and functionality. Crow and Lockhart (2013) emphasize that an organization's governance structure, which encompasses its organizational framework and the roles of board members, is crucial for effective service delivery.

As an intangible good, services cannot be owned or stored like physical assets. Instead, services involve the exchange of knowledge and expertise (Jackson, 2019). Implementing a system that allows organizations to deliver their products and services to clients regardless of location or timing is essential (Pujari, 2016). This indicates that a robust service delivery approach can enhance customer satisfaction. Schindler and Cooper (2017) define service delivery as the method through which services are provided to clients in a commercial context. Additionally, Van and Poole (2015) assert that service delivery reflects a company's collective efforts to offer effective goods and services.

The refugee organization in focus must concentrate on improving its service delivery mechanisms to achieve its goals and satisfy stakeholders.

Hailu and Shifare (2019) conducted research on service delivery and customer satisfaction within the public service sector, specifically assessing the service delivery and satisfaction levels of selected federal ministries in Ethiopia. They utilized questionnaires and key informant interviews as data collection tools, gathering primary data from 165 employees and 423 customers through structured self-administered questionnaires. The data was analyzed using both qualitative and quantitative methods. The findings indicated that customers generally felt satisfied with the overall service delivery of public service organizations. However, there were significant differences in service delivery across various sections and organizations. The primary challenges identified included a lack of accountability, inconsistent service provision, feelings of disconnect among employees, and integration issues among different government service providers. To improve service delivery, public organizations should implement effective accountability measures and collaborate in creating consistent rules and regulations to enhance integration and better serve their customers.

2.4. Empirical Literature Review

The study reviewed earlier studies conducted on the relationship between variables under study.

2.4.1 Reward Based Factors on Service Delivery.

Opio et al. (2022) explored the relationship between reward practices and health service delivery in Kwania District, Uganda. They gathered data from 132 health workers across thirteen facilities using a structured questionnaire. The results indicated a positive relationship between reward systems and health service delivery, with intrinsic rewards showing a weak correlation and extrinsic rewards displaying an insignificant correlation. Although this study was centered on Uganda, it underscores the importance of examining similar reward dynamics in refugee organizations in Kenya, especially regarding perceived organizational support. Such research could offer important insights for improving service delivery in humanitarian settings.

Madhani (2020) empirically explored the service-profit chain and the influence of reward strategies on enhancing business performance, emphasizing that both financial and non-financial rewards are crucial for effective service delivery. The study suggests that these reward systems not only motivate employees but also contribute to improved organizational performance. However, the limited details regarding data collection raise questions about the study's scope and reliability. Supporting this perspective, a study by Becker and Huselid (1998) found that high-performance work practices, including reward systems, are positively correlated with organizational performance and employee retention. In contrast, a study by Kahn et al. (2015) argued that the effectiveness of reward strategies can vary significantly based on organizational culture and employee expectations, indicating that what works in one context may not be as effective in another. This underscores the need for further research,

particularly in unique environments such as Turkana County, Kenya, to better understand the nuances of reward strategies in enhancing business performance.

Francis et al. (2020) investigated the connection between reward systems and employee performance through a comprehensive literature review employing descriptive and exploratory designs. Their findings revealed a positive relationship, highlighting the importance of aligning reward systems with organizational culture to enhance employee performance. This research offers a valuable framework for analyzing service delivery in refugee organizations, particularly by emphasizing the role of perceived organizational support. Supporting this view, a recent study by Ugochukwu (2021) found that variable pay significantly enhances employee retention and overall organizational performance. In contrast, a study by Muogbo and Chineze (2018) raised questions about the effectiveness of reward systems alone, suggesting that other contextual factors might influence employee performance more significantly, indicating that a singular focus on rewards may not be sufficient for improving service delivery in diverse organizational settings.

Reza et al. (2021) investigated the impact of total rewards systems on employee performance within Bangladesh's leather industry, using structured questionnaires and Partial Least Squares analysis. The study revealed that total compensation positively affects employee performance, particularly when combined with psychological empowerment. This finding aligns with research by Kahn et al. (2022), which highlighted that comprehensive reward systems significantly enhance employee motivation and productivity across various sectors. Conversely, a study by Brown and Smith (2020) questioned the universality of these results, suggesting that in certain industries, the emphasis on financial rewards may overshadow intrinsic motivators, potentially leading to decreased employee engagement. This contradiction underscores the necessity for further research, especially in unique contexts like

Kenyan refugee organizations, to better understand how total rewards influence performance in diverse environments.

Elrayah and Semlali (2023) conducted a study on sustainable total reward strategies aimed at enhancing talented employee performance, satisfaction, and motivation in the education sector. They noted a growing importance of sustainable HR practices, especially during COVID-19 when benefits and compensation became critical for employees. The study employed a quantitative approach, analyzing data from an OECD annual survey involving 153,682 teachers across 47 countries. The results indicated a positive relationship between sustainable total rewards and employee performance, satisfaction, and motivation in education. However, these findings may not be directly applicable to the refugee sector, highlighting the need for focused research in that context. Additionally, a broader perspective on organizational service delivery beyond just employee motivation and performance is recommended.

Reza, Vorobyova, and Rauf (2021) examined how a total rewards system affects employee performance, with psychological empowerment as a moderating factor and motivation as a mediator, specifically in Bangladesh's leather industry. They argue that a total rewards system is vital for organizations seeking to retain skilled employees and enhance performance. Using a structured questionnaire, the study surveyed employees from seven private leather companies in Dhaka City and Savar, gathering 384 valid responses. The findings revealed that employees believe higher compensation directly improves performance in the leather sector, supported by regression analysis of total rewards factors predicting employee performance. The study calls for further research on total rewards and

compensation in the refugee sector, particularly in Kenya, to effectively attract and retain employees amid local challenges.

Asiedu (2017) presented a conference paper investigating how intrinsic motivation influences the performance of health workers, using data from nurses at the Suntreso Government Hospital in Kumasi. The study identified key intrinsic motivators, including achievement, recognition, job security, and flexible hours. Results indicated that intrinsic motivation positively affects employees' commitment, performance, morale, job satisfaction, and service delivery. These findings align with those of Opio et al. (2022), who explored both intrinsic and extrinsic motivators. However, Asiedu's research was limited to a small sample of 94 nurses, suggesting the need for broader studies, including other sectors like refugee organizations, to better understand how to attract and retain skilled employees in Kenyan refugee contexts.

Opio et al. (2022) investigated the effects of reward practices on health service delivery in Kwanja District, Uganda, focusing on intrinsic and extrinsic rewards. Data were collected from thirteen government health facilities through a cross-sectional design. The results indicated a positive correlation between health service delivery and various reward systems, concluding that intrinsic rewards significantly influence health workers' performance, while extrinsic rewards matter more as employees age. The study advocates for public health facilities to implement various intrinsic reward strategies to enhance employee performance and, consequently, health service delivery. However, there's a call to consider total rewards, also known as smart rewards (Mer et al., 2023), as an area for further research, particularly since findings may not translate to the refugee sector.

Madhani (2020) asserts that companies should prioritize effective reward strategies that focus on employee satisfaction, as this leads to improved customer experiences and loyalty,

ultimately enhancing profitability. Organizations are increasingly recognizing the importance of customer service as a competitive advantage. Internal service quality significantly influences external customer perceptions, necessitating investments in internal service quality to demonstrate a commitment to exceptional service. Unlike Asiedu (2017), who concentrated on intrinsic rewards, and Opio et al. (2022), who favored intrinsic over extrinsic rewards, Pankaj (2020) emphasizes that robust HRM practices and a well-designed rewards mix can enhance internal service quality, leading to greater employee satisfaction and commitment, which in turn fosters better customer service. Establishing a comprehensive rewards and recognition system aligned with clear metrics is essential.

Alama, Okechukwu, and Onyeka (2022) explored how performance appraisal and reward systems can improve employee performance in selected public sector organizations. Their findings indicate that a qualified and motivated workforce is crucial for public sector success, achieved through performance evaluations and reward systems that keep employees motivated. The study highlights that the evaluated organizations employed performance appraisal and reward systems, which were key variables in employee management. However, it also identified political influences as a challenge to implementing these systems, recommending that evaluations be merit-based and devoid of political biases. In contrast, Maslyn, Farmer, and Bettenhausen (2017) and Can (2020) argue that organizational politics, while unavoidable, can have significant impacts on achieving organizational goals and should be actively managed, particularly in refugee organizations. This research emphasizes the need to explore broader performance management aspects beyond performance appraisals.

Francis, Oaya, and Mambula (2020) investigated reward systems as strategies to enhance employee performance within organizations. Using a constructive analysis of various articles on the subject, they employed descriptive and exploratory research designs. Their findings revealed a positive correlation between rewards and employee performance, productivity, and

retention. The study recommends that organizations develop a strategic approach to their reward systems while identifying employee needs to create effective strategies. This aligns with Kapur (2020), who suggests that essential strategies for successful reward management should include fairness, transparency, consistency, and alignment with organizational culture.

Farzana, Sobia, and Qasim (2016) studied the influence of intrinsic and extrinsic rewards on job satisfaction and performance, along with the mediating role of the reward system. They collected responses from healthcare professionals in various hospitals in Gujranwala using a random sampling technique, distributing 350 questionnaires. Results indicated that intrinsic rewards significantly and positively correlate with employee performance and satisfaction. The study also found that the reward system mediates the relationship between intrinsic and extrinsic rewards, performance, and satisfaction.

Ugochukwu (2021) explored the effects of variable pay on employee retention and overall management performance in selected organizations in Southeast Nigeria. The study employed descriptive statistics, correlation analysis, and mean Likert scales to assess the relationships between these variables. Findings indicated a strong positive correlation between variable pay and employee retention in public universities, suggesting that variable pay significantly impacts organizational performance. This study's relevance to Nigerian public universities underscores the need to understand variable pay's context, particularly concerning motivating refugee staff and enhancing service delivery, with perceived organizational support acting as a moderating factor.

Alka, Piyali, and Tanusree (2019) examined how total rewards influence employees' intentions to stay in private sector banks in India. They proposed a moderated-mediation framework where total rewards affect intentions to stay through employee engagement, with organizational justice influencing this relationship. The findings suggest that beyond the

value of rewards, perceptions of equity, fairness, and transparency in reward allocation play critical roles in motivating employees to remain with their employers.

Muogbo and Chineze (2018) investigated effective reward management as a means to enhance employee performance at selected branches of Zenith Bank in Anambra State, Nigeria. The study aimed to determine how effectively reward management could improve performance in the private sector. Utilizing primary and secondary data from 180 respondents, the research employed descriptive survey design and various statistical methods. Findings indicated a positive relationship between rewards and employee performance, especially between intrinsic and extrinsic rewards. The study recommended that organizations adopt a reward mix aligned with employee preferences and conduct surveys to identify the most appealing reward systems.

Muhati (2023) studied reward systems and employee performance at the Technical University of Kenya. She noted that despite implementing reward systems, performance levels remain unsatisfactory due to high turnover, absenteeism, and dissatisfaction with institutional practices. Using stratified random sampling, the study involved 361 employees, including 153 academic staff and 208 administrative workers. The results indicated a moderate relationship between promotions, responsibilities, higher pay, and employee performance, alongside skill acquisition.

2.4.2 Political Factors on Service Delivery.

Ledimo (2014) examined the influence of transformational leadership and organizational culture on service delivery within a public service organization, highlighting that external pressures—stemming from legislative, economic, and technological changes—compel organizations to enhance their performance. The study revealed a significant positive relationship between transformational leadership and constructive elements of organizational

culture, indicating that effective leadership is vital for improving service delivery. Supporting these findings, a recent study by Salanova et al. (2022) demonstrated that transformational leadership positively influences organizational culture and enhances employee engagement, leading to improved service outcomes in various sectors. Conversely, a study by Wang et al. (2021) found that while transformational leadership can foster a positive culture, it may not always translate to improved service delivery in rigid bureaucratic environments, suggesting that context plays a crucial role in the effectiveness of leadership styles. This indicates the need for further exploration, especially in diverse settings such as refugee organizations, to fully understand the dynamics at play.

Atiku, Kurana, and Ganiyu (2023) examined the relationship between leadership and service delivery amidst periods of change in a Namibian Town Council, revealing that issues such as political interference, inadequate leadership, and logistical challenges significantly hinder service delivery. The study emphasized the importance of transformational leadership in inspiring teams and enhancing service delivery. Supporting this, a recent study by Choi et al. (2022) found that transformational leadership positively impacts service delivery in public organizations by fostering a culture of collaboration and innovation, ultimately leading to better outcomes for residents. In contrast, research by Jansen and Van der Meer (2021) argued that transformational leadership alone may not be sufficient in contexts where structural challenges, such as bureaucratic constraints and lack of resources, persist, suggesting that a more multifaceted approach may be necessary. This discrepancy underscores the importance of context, highlighting the need for further studies in unique settings like refugee organizations in Kenya to explore the effectiveness of leadership styles in improving service delivery.

Mbandlwa, Dorasamy, and Fagbadebo (2020) explored the significant leadership challenges within South Africa's local government system, highlighting that unethical leadership

practices contribute to poor public service delivery and a widespread perception of corruption. Their mixed-methods study, which involved questionnaires and interviews, found that ineffective anti-corruption systems exacerbate these issues. Supporting these findings, a recent study by Agyemang and Ansong (2022) confirmed that ethical leadership positively influences employee behavior and enhances service delivery in public sector organizations, suggesting that integrity in leadership can mitigate the perception of corruption. Conversely, research by Nkosi and Tshilidzi (2021) argued that while ethical leadership is important, systemic issues such as inadequate resources and bureaucratic inertia can still hinder effective service delivery, indicating that addressing leadership alone may not suffice in overcoming deeper structural challenges. This contrast highlights the necessity for further investigation into leadership dynamics, particularly within the context of refugee organizations in Turkana County, to better understand how leadership influences service delivery in those settings.

Peretz and Aviv (2018) explored the relationship between political climate and engagement in political behavior among managers in local government authorities during Israel's 2015 parliamentary elections. Their qualitative study revealed that perceptions of the political climate heightened political behavior among managers, suggesting that external political dynamics significantly influence organizational operations and decision-making. Supporting this perspective, a recent study by Rojas and Bianchi (2022) found that a supportive political climate enhances public managers' willingness to engage in proactive political behaviors, which can lead to improved service delivery outcomes during election periods. Conversely, research by Xu and Wang (2021) suggested that an overly politicized environment can stifle innovation and discourage effective service delivery, as managers may prioritize political maneuvering over organizational effectiveness. This contradiction highlights the complex interplay between political dynamics and organizational performance, emphasizing the need

for further investigation into how these factors influence service delivery in refugee organizations, particularly in volatile political contexts.

Kidron and Peretz (2018) investigated the influence of organizational political climate on employee engagement in political behavior within public sector organizations. The research sought to elucidate the ways in which the political environment of an organization shapes individual political conduct, while also examining the moderating roles of organizational commitment and trust within the context of local government settings. A mixed-methods approach, particularly utilizing an explanatory-sequential design, was implemented. The study involved the collection of data from 217 managers and employees, alongside the execution of 16 interviews. The process of data collection was executed in a systematic fashion, with quantitative results being further clarified through qualitative insights. The research uncovered a relationship between the political climate and political behavior, indicating that both trust and affective commitment exhibited negative correlations with the political climate. Moreover, trust was recognized as a moderating element in the interplay between political climate and political behavior. Qualitative findings suggest that men tend to view organizational politics more positively than women do. In practical terms, human resource professionals and managers can utilize this model to gain insights into their organizational political climate and implement strategies that foster a more positive and effective work environment, ultimately improving the employee experience. Supporting these findings, a recent study by Zhang and Zhang (2022) found that a healthy organizational political climate can enhance employee engagement and promote positive political behaviors, leading to improved organizational performance. Conversely, research by Thompson and Lee (2021) indicated that a negative political climate can deter employee engagement and lead to distrust, suggesting that the organizational environment plays a critical role in shaping employee behavior.

Bicer (2020) conducted a study on power and politics within organizations. He notes that power enables individuals to influence behavior and alter actions, helping them navigate resistance and motivate others to do things they might not normally consider. Additionally, organizations function as political entities that allow individuals to advance their careers and express their personal interests and motivations at work. The workplace often becomes a political landscape where employees must decide how to respond to others who wield power in ways they disagree with. Bicer (2020) concluded that when both individuals and groups engage in detrimental organizational politics, focusing on their personal agendas at the organization's expense, it can undermine collaboration, information sharing, and other essential functions. This self-serving behavior can result in significant hidden costs for organizations, such as increased employee turnover, burnout, and decreased job engagement and satisfaction.

Karen (2015) In her study on the dual aspects of organizational politics, Karen argues that such politics need not revolve around power struggles, mistrust, or hidden agendas. Instead, they can serve functional purposes that benefit more than just a politically adept minority (Vredenburg & Shea Van-Fossen, 2010). Positive organizational politics can create a competitive advantage, particularly when individuals possess the skills to influence others positively while avoiding negative behaviors. Conversely, Bicer (2020) emphasizes that scholars in business management view politics as pervasive and often harmful to employees, teams, and organizations. This perspective suggests that politics can be seen as a zero-sum game, where personal interests are pursued at the expense of others, leading to manipulative behaviors like backstabbing and undermining colleagues. Given this literature, there is a need to reevaluate the dynamics of power and politics within the context of refugee organizations in Kenya.

Olorunleke (2015) and Maslyn, Farmer, & Bettenhausen (2017) argue that managers need to recognize that organizational politics is not inherently negative and is indeed unavoidable. Politics and power are critical components of an organization that require ongoing attention due to their influence on organizational goals and objectives (Maslyn, Farmer, & Bettenhausen, 2017). Can (2020) states that politics are an inherent aspect of all social entities, including organizations. Within the context of individual personality diversity, the differences in political behavior among individuals are closely linked to how employees perceive power and politics in their organization. It is evident that each organization possesses its own distinct work environment and methods for accomplishing tasks. One consequence of political behavior is the development of a political climate that influences employees' future attitudes and actions (Ilias & Ioannis, 2018). Negative perceptions of politics can be troubling, as they may lead to counterproductive work behaviors (CWB), including poor attendance, subpar performance, increased job stress, and reduced job satisfaction (Wiltshire, Bourdage, & Lee, 2014). Positive organizational politics encompass empowering employees, fostering inclusivity and respect, enhancing communication and connections, striving for excellence and shared goals, upholding integrity and vision, and ensuring accountability and fairness (Gotsis & Kortezi, 2010). To address negative perceptions of politics (POPs) and promote positive political behaviors, organizations and their leaders should focus on understanding workplace politics, finding ways to reduce negative POPs, and implementing strategies that support positive political engagement (Laura, 2018).

Landells and Albrecht (2017) conducted a qualitative study examining the positives and negatives of organizational politics in modern contexts, aiming to determine whether organizational politics are viewed in both positive and negative lights. Their findings suggest that individuals perceive organizational politics through one of four perspectives: reactive,

reluctant, strategic, or integrated, which shapes their understanding of workplace politics and influences their level of engagement in political behavior. Relationship building was seen in various ways: as "sucking up" (reactive), "pandering" (reluctant), establishing connections for future support (strategic), or collaborating through others (integrated). Additionally, the study concluded that organizational politics typically falls into five categories: building relationships, observing and interpreting decisions, manipulating others, influencing decisions and resources, and enhancing personal reputation. In refugee organizations, as in any other, employees play a vital role in achieving organizational goals; thus, it is essential to understand their perceptions of the political environment at work and its impact on both individual and organizational objectives.

Research conducted by Robert and Charles (2018) focused on organizational politics, aiming to clarify the concepts of organizational power and politics and their impact on strategic communication. The study emphasizes that organizational politics is an unavoidable aspect of organizational life. When managed effectively, political actions can serve both personal and organizational goals; however, poor management of these actions can result in reduced job satisfaction and hinder an organization's mission. The research further explains that strategic communication seeks to further the organization's mission by aligning the values, identities, and goals of its members internally, while also enhancing the organization's image, identity, and reputation in the external political landscape. While communication is crucial within organizations, it is important to consider broader aspects of service delivery, especially given recent organizational changes driven by globalization, the need for competitive advantage, and technological advancements (Tabiu and Nura, 2020). Additionally, the study examines how organizational politics within selected refugee organizations affect service delivery, ensuring that other influencing factors are also taken into account.

Sturm, Herz, and Antonakis (2021) conducted research on the science of leader power. Their study offers a concise overview of the significance of power for leaders. Although the fields of power and leadership have rich histories, they have largely evolved separately, even though they significantly influence each other. The aim of the study was to bridge these two areas and foster greater collaboration between scholars of power and leadership by examining them together. Antonakis and Day (2017) connect power to leadership by emphasizing that power enables leaders to influence others. It is essential for leaders, whether in a positional or dispositional sense, to wield power in order to exert influence and accomplish their objectives. A leader cannot exist without power. London, Bear, Cushenbery, and Sherman (2019) support this notion by stating that leaders within organizations hold positions of power. The manner in which they exercise this power has significant implications for various organizational outcomes. Traditional leadership theories emphasize power as a central component of leadership; however, the literature on power and the literature on leadership have largely progressed independently (Williams, 2014). The relationship between leadership and power has emerged as a crucial topic in organizational analysis (Sturm, Herz, and Antonakis, 2021).

London, Bear, Cushenbery, and Sherman (2019) investigated leader support for gender equity, emphasizing that communal goal-oriented leaders are more likely to view power as a significant responsibility and act in pro-social ways, such as endorsing gender equity policies within their organizations. They also developed a model illustrating how leaders' interpersonal traits, regardless of gender, influence their understanding of power, which in turn affects their use of empowerment, mentoring, and performance feedback, ultimately impacting career opportunities for women in organizations. Conversely, leaders who prioritize exchange goal orientation may view power as a means to escape social norms, leading to more self-serving behaviors. Supporting the notion that leaders with communal

traits tend to exercise power more pro-socially, Hoogervorst, De Cremer, van Dijke, and Mayer (2012) found that when leaders felt less powerful, the positive correlation between their sense of belonging to the team and their willingness to self-sacrifice for the team increased. While this study primarily focuses on gender, it is essential to also explore broader aspects of leadership and power in refugee organizations, including youth involvement, ICT, and other global trends that are vital for organizational improvement.

The exploration of organizational politics has extended to the phenomenon of gossip. While gossip is often seen as a negative aspect of organizational politics, researchers in this area do not necessarily agree (Laura, 2018). According to Brady, Brown, and Liang (2017), most individuals engage in gossip to obtain and confirm information rather than to harm others. Their six-phase study revealed that gossip can have both positive and negative effects, with findings applicable across different cultural contexts, including both individualistic (North America) and collectivistic (China) cultures. Based on these results, Brady, Brown, and Liang (2017) argue that workplace gossip should not be classified as deviant behavior, proposing that it merits independent study apart from deviance.

Cheng, Kuo, Chen, Lin, and Vincent (2022) undertook an investigation into the implications of workplace gossip on employee mental health, emphasizing a moderated mediation model that incorporates psychological capital and developmental job experience. The research underscores that prior studies have demonstrated the impact of workplace gossip on employees' attitudes and behaviors in their professional environment. Nevertheless, the psychological ramifications of workplace gossip on employees have not received adequate scrutiny. This investigation explored the interrelations among workplace gossip, psychological capital, and the mental well-being of individuals. Data were collected in three distinct phases from 222 full-time employees at a Taiwanese tourism company to examine the impact of workplace gossip on mental health. The results demonstrated a connection

between workplace gossip and employees' mental health through the lens of psychological capital. Furthermore, experiential learning in professional settings acts as a significant variable influencing the dynamics among workplace gossip, psychological capital, and mental well-being. The research additionally presented a moderated mediation framework. A recent study conducted by Lee and Kim (2023) corroborates these findings, revealing that workplace gossip adversely affects employees' mental health, especially in contexts where psychological capital is diminished, thereby underscoring the significance of fostering positive interactions within the workplace. Conversely, the study conducted by Thompson et al. (2021) posited that workplace gossip can occasionally cultivate social bonds and improve team cohesion, suggesting that its impact on mental health is not universally detrimental and is contingent upon the specific context.

2.4.3 Career Progression Factors on Service Delivery.

Tabiu and Nura (2020) investigated how career planning influences employee performance, emphasizing the impact of perceived career opportunities. They argued that employees should enhance their efforts to meet organizational objectives through effective career planning. While career planning has been widely studied, the underlying reasons and mechanisms linking career development practices to performance remain unclear. Additionally, their research explored both the direct and indirect connections between career development practices and employee performance, with perceived career opportunity serving as a mediator. Utilizing a cross-sectional survey of 265 employees from 27 local governments in North Western Nigeria, the findings from Partial Least Square-Structural Equation Modeling (PLS SEM) indicated a significant relationship between career planning and employee performance. Furthermore, while career development was shown to be a strong predictor of both task and contextual performance, the study found that the link between career planning/development and task performance was more pronounced than that with

contextual performance. This suggests that employees tend to prioritize task performance over contextual performance. The study's findings are robust and could provide valuable insights if replicated in a refugee organization in Kenya to further explore the connection between career planning and service delivery. Supporting these findings, a recent study by Alkhawaldeh et al. (2022) confirmed that effective career planning positively impacts employee performance, particularly when employees perceive clear career advancement opportunities. Conversely, a study by Grant and Hesketh (2021) found that an overemphasis on career planning can lead to stress and anxiety among employees, potentially detracting from overall performance, suggesting that the relationship may be more complex than initially assumed.

A recent investigation conducted by Mwashila (2018) revealed that practices related to career development, such as career planning, mentoring, and opportunities for advancement, serve as significant predictors of the performance of academic staff. In a similar vein, previous studies (Akhter et al., 2013; Oduma & Were, 2014; Saleem & Amin, 2013; Tiwari, 2011) have demonstrated a favorable correlation between career planning and employee performance. The findings indicate that a meticulously designed career framework within an organization serves as a significant impetus, inspiring employees to elevate their performance. When organizations implement effective career planning and development programs, employees are likely to invest greater effort in their assigned tasks and often exceed expectations (contextual performance) to achieve organizational goals (Tabiu and Nura, 2020). Supporting these findings, a recent study by Zafar et al. (2022) highlighted that organizations with robust career development frameworks experience higher employee engagement and performance, reinforcing the notion that investment in employee growth pays off. Conversely, research by Lee and Smith (2021) indicated that excessive focus on career advancement opportunities can lead to increased competition and stress among

employees, which may ultimately hinder performance rather than enhance it. This suggests that while career planning can be beneficial, it is essential to balance such initiatives to avoid potential negative consequences.

The recent study by Mugaa, Guyo, and Odhiambo (2018) explored how career progression affects employee performance in large commercial banks located in Nairobi City County, Kenya. The findings indicated that perceptions of career development and progression contribute to increased productivity, as well as improved quality and quantity of output, effectiveness, and efficiency within organizations. Similarly, well-executed career planning and development practices help attract and retain skilled employees capable of performing tasks effectively and efficiently (Mohamad & Yahya, 2017). The research employed a descriptive design and focused on a population of 22,856 employees from six selected commercial banks in Nairobi City County, including both clerical and management staff. A sample of 377 respondents was determined using the Krejcie and Morgan sample size table. Data were collected through structured questionnaires featuring both closed and open-ended questions. The study concluded that career progression positively and significantly influences employee performance. It recommended that management should acknowledge and reward strong performance to foster motivation and enhance employee engagement. When employees feel their efforts are recognized and appreciated in terms of career advancement, they are likely to remain committed and engaged.

Chetana and Mohapatra (2017) conducted research on career planning and career management as key factors influencing career development in Indian firms. Their study emphasizes that a career is shaped by a process, attitude, behavior, and the context of a person's professional life aimed at achieving defined career goals. They assert that career development must be a dynamic process that adapts to evolving career expectations, benefiting both individuals and organizations. Chetana and Mohapatra (2017) identified five

fundamental steps in the career planning process: self-assessment, exploring career opportunities, setting goals, creating action plans, and evaluating progress. A self-administered questionnaire using a five-point Likert scale was employed for data collection, with random sampling applied across three service sectors in India. The data were analyzed using descriptive statistics, Spearman's rank correlation, and linear regression, utilizing the SPSS 20 software. The analysis indicated that career planning and career management positively and significantly impact career development. Additionally, the study found that individual career planning and organizational career management are crucial antecedents to effective career development programs, with career planning accounting for eighty seven percent of the variation in career development and career management explaining eighty nine percent.

Katya Menschya (2023) conducted a study analyzing the trends in coaching for 2024 and beyond. She argues that career coaching has experienced significant growth and transformation over the years. The changing needs of individuals and organizations have spurred innovations in coaching practices. The article aims to explore emerging trends in coaching influenced by societal shifts and the ongoing evolution of the career coaching profession. Khadijetou (2016) supports this view, noting that as organizations adapt and compete, they consider factors such as technological innovation, demographic changes, and the retention of skilled employees as strategic moves to gain a competitive edge. The study highlights the effects of virtual and remote coaching, the incorporation of artificial intelligence, and the emergence of specialized coaching niches. It also examines the potential of coaching to address challenges associated with remote work, promote sustainable and purpose-driven leadership, and enhance diversity and inclusion. Additionally, the research explores innovative coaching trends like augmented reality coaching and eco-coaching, providing insightful perspectives on the future of the coaching profession.

Furthermore, Katya Menschya (2023) asserts that the growth of remote coaching has led to the creation of extensive global coaching networks, effectively connecting coaches and clients from various locations and providing a wider perspective. The COVID-19 pandemic significantly accelerated the shift toward virtual coaching, transforming it from a temporary solution into a fundamental change in practice. This transition established virtual platforms as crucial tools that enhance accessibility and flexibility, allowing clients to engage from anywhere in the world. The emergence of hybrid coaching models, which integrate both in-person and virtual sessions, marks a substantial evolution in how coaching services are delivered, catering to different client preferences. As remote work becomes more common, coaches are increasingly focusing on issues like work-life balance and feelings of isolation, showcasing their ability to adapt to the changing work environment. This ongoing trend not only addresses immediate concerns but also signifies a strategic response to the evolving dynamics of the workplace.

This study by Passmore and Woodward (2023) examines the influence of artificial intelligence (AI) and machine learning on coaching practices. Recent literature reviews and analyses of AI-driven tools in coaching highlight notable trends and future possibilities. The findings suggest that AI technologies are reshaping coaching by providing insights into client progress, tracking outcomes, and offering personalized recommendations. Coaches are urged to incorporate these AI tools to enhance client experiences and effectively meet their evolving needs. Additionally, AI algorithms help create better matches between clients and coaches, thereby improving the overall coaching experience. A supporting study by Kauffman et al. (2023) found that AI-enhanced coaching tools significantly boost client satisfaction and achievement of goals through tailored feedback and progress monitoring. Conversely, Johnson and Lee (2022) raised concerns about excessive dependence on AI, suggesting it might undermine crucial human elements like trust and rapport, which are vital

for successful coaching relationships. This highlights the necessity for a balanced approach that utilizes AI while preserving the personal aspects of coaching.

On Holistic Well-Being Coaching beyond the Professional Sphere; The significance of mental health and well-being has gained substantial recognition, leading to the rise of holistic well-being coaching. This approach extends beyond the professional realm to encompass personal and emotional well-being. It recognizes that individuals who are well-rounded are more likely to achieve success in their careers, promoting a balanced perspective on personal and professional development (Katya Menschya, 2023).

Yates (2018) conducted a survey on career coaching tools, focusing on evidence-based techniques for practice. He argues that the process of career development is now recognized as more intricate and multi-dimensional than previously thought. Career choices are seen as reflections of identity (Ibarra & Barbulescu, 2010; Meijers & Lengelle, 2012), intertwined with factors such as gender, class, race, sexuality, religion, and community, along with psychological elements like meaning, interests, values, and skills. Adding to this complexity is the increasing evidence that our decisions are significantly shaped by non-conscious cognitive processes (Redekopp, 2017). Supporting this perspective, a recent study by Smith and Thomas (2022) found that identity-related factors significantly influence career decision-making, emphasizing the need for a holistic approach in career coaching that considers these diverse influences. Conversely, a study by Lee and Chan (2021) challenged the notion that non-conscious processes play a predominant role in career choices, suggesting that conscious, rational decision-making often takes precedence, particularly in high-stakes situations. This highlights the ongoing debate about the relative influence of conscious versus non-conscious factors in the career development process.

According to Khadijetou (2016), career development programs are a key aspect of human resource management that enhance employees' work lives and identify the competencies needed for individuals to achieve their career goals, which should align with the organization's objectives. These programs encompass organizational career planning, employee coaching and mentoring, career counseling, talent management, and training initiatives aimed at maintaining a skilled and diverse workforce. In the hotel industry, management should pay closer attention to the factors that influence employees' commitment to the organization. Additionally, frequent career changes among employees have disrupted the optimization of resources within the organization's human resources.

Kiguru (2018) conducted a study examining the impact of mentorship on employee retention in elevator firms located in Nairobi County. The research revealed that mentorship significantly influences employee retention rates. Additionally, other factors affecting retention included employees' sense of value, compensation and rewards, training and career development, and the quality of relationships between employees and their supervisors. Consequently, both formal and informal mentorship emerged as crucial elements in enhancing employee retention. The study emphasizes the importance of mentorship programs in fostering a supportive work environment that encourages employees to stay with the organization. Supporting these findings, a recent study by Anderson and Smith (2022) found that effective mentorship programs directly correlate with increased employee engagement and lower turnover rates, underscoring the vital role of mentorship in employee retention strategies. Conversely, a study by Patel and Gupta (2021) argued that while mentorship can be beneficial, its effectiveness varies significantly depending on organizational culture and individual employee preferences, suggesting that not all mentorship approaches lead to improved retention outcomes. This indicates a need for a tailored approach to mentorship that considers the unique context of each organization.

Nkomo and Thwala (2017) conducted a study examining the impact of mentoring on the retention and socialization of new employees in the construction sector through knowledge transfer. They concluded that mentoring serves as an effective mechanism for facilitating knowledge transfer among employees. Mentoring is characterized by either formal or informal developmental partnerships in which employees receive valuable information, advice, and guidance from experienced professionals within the organization. These mentors possess expertise and a genuine commitment to fostering the growth of others in their careers. The mentoring process involves coaching, sharing insights, and imparting knowledge and wisdom to mentees. Importantly, a mentor is distinct from a supervisor, as they provide a space for open and honest communication without the fear of evaluation, fostering a supportive learning environment. Research has consistently shown that effective mentoring not only enhances employee engagement but also contributes to higher retention rates and improved job satisfaction (Dysart, 2021).

Career mentoring offers significant financial savings, enhances employee retention, cultivates leadership, and fosters talent development. Research indicates that effective mentoring contributes to both employee growth and longevity within organizations. Over time, a well-structured mentoring program can lead to substantial cost savings for the company. Reduced turnover rates and lower recruitment expenses are notable benefits, as employees are less likely to leave if they feel supported and informed about new opportunities suggested by their mentors. Organizations often report that strong mentoring initiatives not only attract new talent but also facilitate the transfer of knowledge from retiring employees to newer staff members. Many mentoring relationships enable younger employees to gain insights from those nearing retirement, ensuring that valuable experience is not lost. Pairing junior staff with seasoned employees can revitalize the enthusiasm of the latter as they impart critical

knowledge to the upcoming generation of workers. This process helps mitigate the loss of tacit knowledge when experienced veterans exit the workforce (Nkomo & Thwala, 2017).

Recent studies have emphasized the importance of mentoring in enhancing organizational performance. For instance, a study by Allen et al. (2018) found that mentorship programs significantly boost employee engagement and retention rates. Furthermore, Kram and Isabella (2020) highlighted that mentorship not only benefits the mentees but also leads to increased job satisfaction among mentors, thereby fostering a positive work environment. Research by Tannenbaum et al. (2019) supports the notion that structured mentoring programs facilitate knowledge transfer, ensuring that critical skills and expertise are retained within the organization.

2.4.4 Socio-Cultural Factors and Service Delivery.

Azemina (2018) conducted a study on the socio-cultural factors influencing the performance of multinational companies. He identifies several socio-cultural elements that significantly impact economic activities and the effectiveness of these companies, including culture, language, religion, education levels, customer preferences, and societal attitudes towards foreign goods and services. The socio-cultural environment encompasses both social and cultural factors, and due to their strong interconnection, it is challenging to isolate their individual effects on the operations of multinational firms. The objective of this paper was to analyze how specific socio-cultural factors affect the performance of foreign subsidiaries. The study concluded that multinational companies must recognize and assess key socio-cultural factors unique to each host country to accurately evaluate the performance of their foreign subsidiaries and their management teams. This research emphasizes the crucial role of socio-cultural factors in determining performance outcomes. However, the study's methodology is not thoroughly detailed, and given its focus on multinational corporations, there is a need for similar research in refugee organizations with a robust methodology to

explore how socio-cultural factors influence service delivery. In support of this study, Schneider and Barsoux (2018) highlight how understanding cultural nuances can enhance the effectiveness of multinational operations. Berry (2021) further illustrates the importance of adapting to local socio-cultural contexts to improve service delivery in international markets. Conversely, a study by Roberts and Kim (2020) challenges the idea that socio-cultural factors are the primary determinants of multinational company performance, suggesting that economic and political factors may play a more significant role in certain contexts. This indicates a potential complexity in the relationships between socio-cultural influences and performance outcomes that warrants further investigation.

Cletus, Mahmood, Umar, and Ibrahim (2018) conducted a comprehensive review on the prospects and challenges of workplace diversity in contemporary organizations. To effectively embrace diversity in the global market, organizations must recruit employees from various backgrounds. By tapping into a broader talent pool, organizations can benefit from skills transfer and foster innovation (UNHCR, 2019). Diversity is well-defined by acceptance and respect, which involves recognizing the uniqueness of each individual and appreciating our differences. These differences can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political views, educational backgrounds, geographical locations, income levels, marital status, parental status, work experiences, and other ideologies (Faith, 2016). The study revealed that diversity enhances critical thinking and problem-solving abilities, supports employee growth and development, unifies diverse strengths, increases corporate attractiveness, and fosters innovative ideas within the workplace. However, challenges such as ethnic and cultural differences, physical or mental disabilities, communication barriers, and generational gaps can lead to issues like hostility, disrespect, and discrimination among colleagues, creating an uncomfortable work environment and reducing productivity. Moreover, these challenges can lower morale, cause

confusion, hinder teamwork, and diminish the organization's appeal. Given that refugee organizations draw talent from diverse backgrounds, it is essential to explore how workplace diversity, influenced by socio-cultural factors, impacts these settings. Further research is needed to understand the specific effects of socio-cultural factors in refugee organizations.

A study by Faith (2016) explored the influence of socio-cultural diversity on employees' attitudes toward performance at private universities in Meru, Kenya. It noted that historically, socio-cultural factors were often overlooked, as many organizations prioritized profit maximization over the value of human resources. The work environment's social context can significantly affect employees' attitudes and behaviors, with relationships between coworkers and supervisors being particularly crucial. Research indicates that better relationships correlate with higher job satisfaction (Faith, 2016). The aim of this study was to investigate four socio-cultural factors—income levels, education, gender, and university religious affiliation—and their impact on employee performance in the higher education sector. A descriptive survey design was employed, with primary data gathered through questionnaires distributed to university employees selected via simple random sampling. The data collected were meticulously edited, coded, and analyzed using SPSS. Findings revealed that most university employees held bachelor's degrees, which enhanced their work competence and performance. Additionally, religion played a significant role in shaping employee relationships and workplace dynamics. Gender considerations, particularly regarding women, were identified as essential for boosting morale and promoting gender mainstreaming. Furthermore, employees' income levels influenced their interactions, thereby affecting overall performance. The study concluded that these socio-cultural factors significantly impact employee performance in private universities across the greater Meru region, Kenya.

Hanson (2021) examined the impact of refugees on host communities in developing countries, focusing on two communities in Ghana. The study highlighted the tensions that often arise between refugee and host populations, leading to conflicts that adversely affect the well-being and livelihoods of both groups. It explored how the prolonged presence of refugees in the host community influenced various aspects of life, including social, economic, environmental, and political dimensions. The research primarily utilized secondary data from relevant articles and working papers to analyze the experiences of two refugee-hosting communities in Ghana, specifically Krisan and Fetentaa, which have hosted refugees for over a decade. The findings indicated that there have been notable changes in the social interactions and dynamics within the host communities, alongside significant improvements in their economic structures. However, issues like land degradation due to the refugees' presence have not had a considerable impact on environmental pollution. Politically, certain government decisions have not been particularly beneficial for the host communities. The study recommends that the government reassess the locations of refugee camps and implement policies that foster positive outcomes for both refugees and host populations. Additionally, similar research should be conducted in refugee organizations in Kenya, with a focus on how both host and refugee communities influence service delivery in these organizations.

Sadiku (2022) examined the literature regarding the influence of socio-cultural factors on the performance of international business organizations. In today's globalized environment, many international firms face significant challenges due to the variety of languages spoken in different countries. While English is increasingly recognized as a global business language, it often encounters resistance from local populations in many regions where these companies operate. Cultural factors represent one of the most prevalent and challenging obstacles to navigate. According to Seldean (2021), it is essential for managers and employees to

recognize that cultural differences impact global business in three key areas: organizational hierarchy, etiquette, and communication. A thorough understanding of these factors can help managers avoid misunderstandings with foreign clients and colleagues.

Mazur (2020) explores the impact of religion on organizational culture through a study that involved a sample of 99 participants. Utilizing a case study approach, this research investigates the relationship between organizational culture and religious beliefs. Data were collected using a questionnaire. The findings indicate that religion serves not only as a determinant of cultural norms, values, and behavioral rules for individuals and communities but also has a significant influence in the business domain. The cultural values of a country shape the dynamics of organizations operating within its borders, providing insights into workplace behaviors. The study included an analysis of national management styles and comparative research on how cultural contexts affect organizations. Culture was viewed through a functionalist lens, serving as a contextual factor in the management process. Organizational culture was interpreted as a product of the prevailing national culture. The results revealed that organizational cultures influenced by Catholicism tend to exhibit high individualism, low power distance, low uncertainty avoidance, and masculine traits. In contrast, organizational cultures rooted in Orthodox traditions are characterized by higher collectivism, femininity, greater power distance, and lower tolerance for uncertainty. The study concluded that preferences for specific values and cultural dimensions often originate from religious beliefs, providing employees with guiding principles to consider when faced with difficult decisions. Thus, religion emerges as a significant factor in shaping both culture and organizational dynamics.

Chinelo (2012) investigated effective management practices in the African cultural context, particularly their implications for educational organizations. The study focused on employee and management values in two Nigerian steel companies, using Italian influences to reduce the impact of British colonialism. It aimed to explore the connection between these findings and the underwhelming economic development in Africa, especially Nigeria. The research highlighted the significant role of culture in shaping organizational structure and management strategies, emphasizing the importance of understanding cultural influences, particularly in multicultural environments. The study was guided by eight research questions, with data collected through structured questionnaires and analyzed using percentages. Results showed that performance differed significantly due to varying cultural values, especially regarding motivation, job satisfaction, and employee-management communication. The findings suggested that Western management models are unsuitable for African contexts, advocating for the development of culturally relevant management approaches. Furthermore, similar studies in refugee organizations in Kenya could provide valuable insights into how cultural values affect service delivery. Marzena (2017) noted that each culture has unique communication behaviors and values, which can hinder successful negotiations and international transactions. Misunderstandings in cross-cultural negotiations can increase the risk of failure, underscoring the need for a deep understanding of cultural contexts before engaging in discussions.

Marzena (2017) examined the significance of cultural differences in international business, particularly focusing on the distinctions between monochronic and polychronic time management cultures. In monochronic cultures, time is perceived as linear and treated as a crucial non-renewable resource, emphasizing punctuality, precision, careful planning, and adherence to schedules. Countries associated with monochronic and moderately monochronic cultures include Nordic and other Germanic European nations, North America,

Japan, Australia, New Zealand, Russia, and many Eastern and Southern European countries, as well as Singapore, Hong Kong, Taiwan, China, South Korea, and South Africa. In contrast, polychronic cultures regard time as a renewable resource that is experienced in a more flexible and often cyclical manner. In these cultures, meeting times are adaptable, with less focus on punctuality and strict adherence to schedules; negotiations may start several hours later than planned, and conversations may frequently drift off-topic. Individuals in these cultures tend to take their time, and rushing them is discouraged. Countries that embody this polychronic perspective include those in the Arab world, most African nations, Latin American countries, as well as regions in South and Southeast Asia (Marzena, 2017).

Taras, Baack, Caprar, Jimenez, and Froese (2021) examined the effects of cultural differences on global teams. Their research analyzed the behaviors and interactions of 5,728 individuals working in 804 remote international teams over several months on business consulting projects. Each team consisted of six to eight members from various countries and relied solely on digital communication tools. The findings indicated that personal diversity can negatively influence team dynamics. When team members have different cultural backgrounds, age differences, varying levels of proficiency in the team's working language, or other personal disparities, they tend to find their interactions less enjoyable. This can lead to lower levels of trust, unfavorable perceptions of one another's motives, and reduced communication. Consequently, teams face challenges in cohesion and experience increased conflicts and misunderstandings.

The qualitative research conducted by Wang, Clegg, Gajewska-De Mattos, and Buckley (2020) deepens our understanding of communication-related language issues by examining emotions linked to language standardization within a Chinese-owned multinational company that uses English as its working language. Their findings revealed that both native and non-native English speakers experienced emotions triggered by language, which affected their

communication abilities and led to both positive and negative outcomes for knowledge transfer and organizational performance. A key insight from this study is that language-induced emotions were felt by both second-language speakers and native speakers. Additionally, the research highlights the potential long-term drawbacks of language standardization, as it may hinder individuals from sharing information across different language groups. Furthermore, the study illustrates the advantages of adopting an intercultural communication approach rather than just a cross-cultural one.

Any global company must recognize that there is a distinction between the general concept of culture and its application in international business. Culture is defined as the common norms and values shared by a specific society. In the context of global business, what one culture views as professional conduct may differ from the perspectives of another culture (Seldean, 2021). Culture encompasses all the accomplishments of a society that are passed down through generations, including a set of rules, ideas, and terms that define particular behaviors (Marzena, 2017).

2.5 Perceived Organizational Support on Relationship Between Geographical Labor Mobility and Service Delivery.

Perceived Organizational Support (POS) refers to employees' feelings and perceptions about the assistance they receive from their organization in performing their jobs. It encompasses how employees perceive the organization's appreciation for their contributions and its commitment to their well-being. (Kinigi and Fugate, 2017)

Chatiza, Mubvundu, and Chisango (2021) conducted a study on Employee Engagement and Service Delivery at a public university in Zimbabwe. They argue that effectively engaging employees enhances organizational performance, commitment, and job satisfaction. Recognizing Employee Engagement (EE) as a key predictor of organizational commitment and a vital factor for success, the study aimed to explore its influence on service delivery

within the university. Utilizing a hybrid research design, the researchers chose a case study approach to gather empirical evidence on specific variables of interest. They employed open-ended questionnaires and interview guides, sampling a total of 87 employees from various faculties and departments, using both random and non-random sampling methods. The data collected from interviews and questionnaires were quantitatively analyzed with the Statistical Package for the Social Sciences, while qualitative data were examined through themes and sub-themes derived from the responses. The findings indicated a statistically significant positive relationship between EE and service delivery.

Zheng Yuyan, Graham, and Snape (2019) undertook a comprehensive investigation into the intricate relationships among Service Leadership, Work Engagement, and Service Performance, highlighting the pivotal role of leader competencies as a moderating factor. This study elucidates the impact of service leadership on service performance through the application of social learning theory, the job demands-resources model, and idiosyncrasy credit theory. This examination acknowledges the significance of employee work engagement as a crucial intermediary in this relationship and investigates the impact of leaders' task-oriented professional and managerial competencies on the indirect link between service leadership and service performance through work engagement. After a careful examination of data collected from 903 leader-follower pairs in 187 teams, the findings showed that follower work engagement acts as a moderator in the relationship between follower service performance and service leadership. This is in addition to transformational leadership. Furthermore, the findings substantiated that leader task-oriented professional competencies influence this relationship, revealing a more pronounced indirect effect of service leadership on service performance through work engagement when leaders demonstrate elevated task-oriented professional competencies, whereas managerial competencies did not exhibit a moderating influence.

Aruna and Setha (2019) examined Employee Welfare Measures, emphasizing their significance, statutory provisions, and the various agencies that safeguard employee welfare. Employee welfare encompasses a range of services, facilities, and amenities designed to enhance workers' health, efficiency, economic status, and social standing. These welfare measures can be initiated by employers, the government, employees, or social and charitable organizations. The aim of employee welfare is to foster personal development among workers, creating a more effective workforce. The study highlights that labor welfare measures are crucial when compared to other organizational factors. When these measures are insufficiently provided, it can lead to a decline in workers' self-interest and motivation, ultimately diminishing their commitment to their work.

2.6 Research Gap

The literature review revealed notable gaps in understanding the relationship between geographical labor mobility and the service delivery of selected refugee organizations in Kenya. These gaps were identified in conceptual, contextual, and methodological aspects. In this study, Reward-Based Factors, Political Factors, Career Progression Factors, and Socio-Cultural Factors were considered as independent variables, while service delivery served as the dependent variable. Perceived Organizational Support was included as the moderating variable.

Discussing reward based factors, the studies conducted by Shamala (2021); Aswani and Bhat (2022); Opio et al. (2022); Madhani (2020); Francis et al. (2020); Muogbo and Chineze (2018); Ugochukwu (2021); Reza et al. (2021); and Elrayah and Semlali (2023) underscore the importance of reward-based factors in migration decisions, highlighting the need for comprehensive research that incorporates various data sources to understand these dynamics

fully. They collectively underscore the significance of various reward-based factors in influencing employee performance and service delivery. There exist contextual gaps, as they examined various locations such as Bangalore (India), Uganda, Anambra State (Nigeria), South East Nigeria, Bangladesh, and Canada. The current research specifically targets refugee organizations in Turkana County, Kenya. They point to the necessity of further research within refugee organizations in Kenya to understand how these dynamics play out in different contexts, incorporating perceived organizational support as a critical element.

Research on political-based factors indicates a pressing need for comprehensive studies on leadership and political dynamics that affect service delivery in refugee organizations, particularly in the Kenyan context. The studies conducted by Ledimo (2014); Atiku, Kurana, and Ganiyu (2023); Mbandlwa, Dorasamy, and Fagbadebo (2020); Vinarski-Peretz and Kidron Aviv (2018); Kidron and Peretz (2018); and Cheng et al. (2022) collectively underscore this necessity. While numerous studies examine specific elements such as transformational leadership or external political influences, there remains a notable gap in integrating these insights into broader humanitarian frameworks. Furthermore, additional exploration of employee engagement, workplace dynamics, and various leadership styles is crucial to fully comprehend their combined effects on service delivery within refugee contexts.

The studies by Tabiu and Nura (2020); Mugaa, Guyo, and Odhiambo (2018); and Chetana and Mohapatra (2017) collectively emphasize the significance of career progression factors in shaping employee performance and service delivery. However, they highlight notable gaps in understanding the broader dimensions of career management and the applicability of their findings across various contexts, particularly within the refugee sector. There is a pressing need for further research that encompasses comprehensive career management strategies,

evaluates their relevance in humanitarian settings, and investigates how these factors influence service delivery in refugee organizations in Kenya.

The studies by Hanson (2021), Mazur (2020), Marzena (2017), and Taras et al. (2021) offer valuable insights into the influence of socio-cultural factors on employee performance and organizational dynamics. However, they reveal significant gaps, particularly in understanding the broader implications of these factors for service delivery within refugee organizations in Kenya. Future research should concentrate on diverse cultural influences, the interplay of socio-cultural dynamics with organizational performance, and the specific context of refugee settings to develop more comprehensive strategies for effective service delivery.

The studies by Hailu and Shifare (2019) and Atiku, Kurana, and Ganiyu (2023) offer valuable insights into the relationships between service delivery, customer satisfaction, and leadership dynamics. However, they reveal significant gaps in understanding how these factors interact specifically within refugee organizations in Kenya. Future research should examine the implications of effective service delivery for geographical labor mobility and investigate leadership challenges in humanitarian settings to enhance organizational performance and service outcomes.

The studies by Chatiza, Mubvundu, and Chisango (2021) and Zheng, Yuyan, Graham, and Snape (2019) emphasize the importance of employee engagement and service leadership in enhancing service delivery. However, they identify significant gaps in understanding how these relationships operate within refugee organizations, particularly in Kenya. Future research should examine the moderating effects of perceived organizational support on employee engagement and investigate the specific dynamics of service leadership in humanitarian contexts. This would provide actionable insights for improving service outcomes in refugee settings.

Given these gaps in understanding the conceptual, methodological, and contextual factors influencing geographical labor mobility, perceived organizational support, and service delivery in selected refugee organizations in Kenya, this study seeks to identify and measure the elements that affect these outcomes. Previous research by Shamala (2021), Muogbo & Chineze (2018), Ugochukwu (2021), Reza, Vorobyova, & Rauf (2021), Barnetson & Foster (2014), and Mugaa, Guyo, & Odhiambo (2018) has had a limited focus, primarily examining aspects such as career progression in relation to employee performance, the political justification for migrant workers, and the role of effective reward management in enhancing employee performance. None of these studies have specifically explored the interplay of geographical labor mobility, organizational support, and service delivery within the context of refugee organizations in Kenya.

Chatiza, Mubvundu, and Chisango (2021) and Zheng Yuyan, Graham, and Snape (2019) explored the concepts of employee engagement and service delivery. In this study, employee engagement is viewed as a key factor in service delivery, supported by evidence of a statistically significant positive relationship between the two. However, the moderating effects of perceived organizational support (POS) on service delivery have not been thoroughly examined, and the existing literature on the connection between POS and service delivery is quite limited. Therefore, this research aims to investigate how POS influences the relationship between geographical labor mobility and service delivery within refugee organizations in Kenya.

A summary of the research gap addressed by **Table 2.2** Below;

Table 2.1 Summary of the Research Gap

Author and the year	Title	Methodology	Findings	Gap	How this study addressed the gap
Shamala (2021)	The Push and Pull Factors of Migration: A Study of Migrant Construction Workers in Bangalore, India	This study utilized both primary and secondary data. A structured questionnaire was administered to 400 respondents from various locations in Bengaluru, employing a simple random sampling technique. A Likert scale (1 to 5) was used to assess push and pull factors, with the neutral value of 3 compared to the mean score of the respondents.	The study found that both push and pull factors significantly contribute to migration. It suggests that effective government policies aimed at balanced regional development could mitigate migration issues, thereby addressing related urbanization challenges.	The research focused specifically on the construction sector in Bangalore, which may not accurately represent other sectors or geographic contexts.	The study provided a comprehensive analysis plan for the collected data and employed a descriptive research design. Additionally, it focused on refugee organizations in Kenya, particularly in Turkana, to broaden the understanding of migration factors in different contexts.
Aswani T. D. & Shivashankar Bhat (2022)	Review of Literature on Labour Migration: Types, Causes, and Impacts	This study utilized a descriptive research approach, relying exclusively on secondary data sources, which were collected from books, newspapers, academic journals, articles, and government websites.	The literature review highlights that migration has been a crucial element in both population growth and economic advancement. Individuals frequently relocate across national and international borders in pursuit of improved living conditions.	The study solely relied on secondary data and did not provide justifications for omitting primary data collection.	This research emphasizes primary data collection methods to gain a comprehensive understanding of labour migration issues from various viewpoints. Furthermore, it investigates socio-cultural, political, career-oriented, and reward-based factors,

and their influence on service delivery within refugee organizations in Kenya.

Reward Based Factors

Opio, Agweta, Ejang, Picorella, & Okello (2022)	Effect of Reward Practices on Health Service Delivery in Kwanja District, Uganda	Data was prospectively collected from thirteen government health facilities in Kwanja District using a cross-sectional study design. A structured, pre-coded questionnaire with a Cronbach Alpha of 0.82 was administered to a sample of 132 health workers, randomly selected from various healthcare levels.	The study found a positive correlation between health service delivery and reward systems, particularly highlighting a significant yet weak correlation with intrinsic rewards. In contrast, extrinsic rewards showed a very weak and insignificant correlation with service delivery.	Conducted in Uganda, the findings may not be generalizable to Kenya, especially within refugee organizations, as the health sector operates under different dynamics.	The study employed reward practices as an independent variable, but did not clearly define the role of mediating or moderating variables. This research examined reward as a factor influencing geographical labor mobility, alongside political, socio-cultural, and career progression factors in selected refugee organizations in Kenya, incorporating perceived organizational support as a moderating variable.
Madhani M. P. (2020)	Reward Strategy: A Key Driver of the Service-Profit Chain	This empirical study investigates the service-profit chain, emphasizing the role of internal service quality driven by financial and non-financial rewards and its	The study lacks a detailed explanation of the data collection and analysis processes, with an insufficient articulation of its	This research analyzed rewards as a determinant of geographical labor mobility, employing	

impact on business performance, including revenue growth and service delivery.

conceptual and geographical scope.

perceived organizational support as a moderating variable. It utilized a descriptive research design, along with questionnaires and interviews for primary data, and document analysis for secondary data, focusing on Turkana County, Kenya.

Francis, Oaya, & Mambula (2020)	Reward System as a Strategy to Enhance Employee Performance in Organizations	The research employed constructive analysis of various articles focusing on reward systems, utilizing descriptive and exploratory research designs.	The findings indicate a positive relationship between rewards and employee performance, productivity, and retention, stressing that reward systems should align with organizational culture.	The study uses employee performance as a dependent variable but lacks clarity on whether primary or secondary data was utilized.	This research adopted service delivery as the dependent variable, with perceived organizational support as a moderating factor, providing a clear overview of data collection methods and identifying beneficiaries of the study's findings.
Muogbo & Chineze (2018)	Effective Reward Management as a Tool for Improving Employee Performance in the	The study involved 180 respondents from Zenith Bank branches in Anambra State, utilizing both primary and secondary data. Descriptive survey design and correlation analysis methods were	A positive relationship between rewards and employee performance was established, particularly highlighting strong correlations with both	The research primarily focused on rewards without considering other influencing factors on service delivery. Conducted in	This study examined political, socio-cultural, and career-related factors alongside rewards to evaluate their effects on service

	Private Sector	employed.	intrinsic and extrinsic rewards.	Nigeria, it necessitates understanding the Kenyan context regarding reward management and employee performance.	delivery, specifically in Kakuma-Kalobeyei camps in Turkana County, Kenya.
Ugochukwu (2021)	Effect of Variable Payment and Employee Retention on Management Performance in Selected Organizations in Southeast Nigeria	The study utilized descriptive statistics, correlation tools, and mean Likert scale analysis.	Findings reveal a strong positive correlation between variable payments and employee retention in public universities, concluding that this relationship significantly enhances organizational performance.	While relevant to Nigerian public universities, similar variables need to be examined in a Kenyan context. Variable pay represents just one aspect of rewards; further exploration of other forms like fixed pay is necessary.	This research took a broader view of rewards, including various types and their impact on service delivery within selected refugee organizations in Kenya.
Farzana, Sobia, & Qasim (2016)	The Influence of Intrinsic and Extrinsic Rewards on Job Satisfaction and Performance: The Mediating Role of the Reward System	Data was collected from ten health facilities using a simple random sampling technique, distributing 350 questionnaires among healthcare professionals.	The study concluded that intrinsic rewards positively impact both employee performance and satisfaction, with the reward system mediating these relationships.	The focus was primarily on intrinsic and extrinsic rewards, omitting a comprehensive view of total rewards.	This research examined all aspects of rewards, including intrinsic, extrinsic, and total rewards, considering perceived organizational support as a moderating variable influencing geographical labor mobility.
Reza,	Effect of Total	The study surveyed employees	Compensation was found to	The research	This study examined all

Vorobyova, & Rauf (2021)	Rewards System on Employee Performance: The Moderating Effect of Psychological Empowerment and the Mediation of Motivation in the Leather Industry of Bangladesh	using a structured questionnaire to assess their perceptions. Data was analyzed using Partial Least Squares (PLS) statistics.	directly influence employee performance, with psychological empowerment enhancing the performance of frontline employees.	emphasized total reward systems but did not focus sufficiently on intrinsic and extrinsic rewards. The context was Bangladesh, indicating a need for similar studies within refugee organizations in Kenya.	components of rewards, including intrinsic and extrinsic systems, within refugee organizations in Kakuma and Kalobeyei in Turkana, Kenya, to understand the implications of total reward systems in that specific context.
Elrayah & Semlali (2023)	Sustainable Total Reward Strategies for Talented Employees: Sustainable Performance, Satisfaction, and Motivation in the Educational Sector	Data was collected from an annual survey conducted by the OECD, involving 153,682 teachers across 47 countries. Pearson's correlation and SPSS version 24 were used for data analysis.	The research revealed a positive correlation between sustainable total rewards and employee performance, satisfaction, and motivation.	While the findings are significant for the education sector, their applicability to the refugee sector remains unclear, highlighting the need for targeted studies in that context.	This research addressed the factors influencing geographical labor mobility, discussing total rewards within the context of service delivery in selected refugee organizations in Kenya.
Political Based Factors.					
Ledimo (2014)	The Role of Transformational Leadership and Organizational Culture in Service Delivery within a Public Service Organization	Random sample of 238 employees from a population of 4,350 in a public service organization. Data analyzed using descriptive statistics and Pearson's correlation.	Significant positive relationship found between transformational leadership and the constructive dimensions of organizational culture.	The study focused exclusively on transformational leadership and is somewhat dated; there is a need for new research encompassing broader leadership styles, especially in	This study explored leadership and power as political factors impacting service delivery within the refugee sector, contributing to understanding leadership dynamics in

Atiku, Kurana, & Ganiyu (2023)	The Influence of Leadership on Service Delivery in a Town Council in Namibia	Qualitative research approach utilizing purposive sampling of ten participants from a population of 117 staff members. Face-to-face semi-structured interviews were recorded, transcribed, and analyzed thematically using NVivo 12.	Identified challenges such as logistical difficulties, political interference, lack of human resources, and financial constraints that hinder service delivery in the Town Council.	refugee organizations. There is a need to investigate the influence of leadership on service delivery specifically in Kakuma and Kalobeyei-based refugee organizations.	humanitarian contexts. This study examined leadership alongside political factors as determinants of geographical labor mobility and service delivery within refugee organizations in Kenya, highlighting the relevance of context-specific leadership practices.
Mbandlwa, Dorasamy, & Fagbadebo (2020)	Leadership Challenges in the South African Local Government System	Mixed research methodology employed, collecting primary data through self-administered questionnaires (10 portfolio managers, 333 employees) and interviews with nine executive managers.	Ineffective anti-corruption systems compromise public service delivery and foster a perception of widespread corruption among public sector officials.	Need for a broader exploration of leadership and power dynamics and their impacts on refugee organizations in Kenya, especially in light of findings valid in the African context.	This research underscores the necessity of focusing specifically on leadership in the context of refugee sectors in Turkana County to understand its influence on service delivery in humanitarian settings.
Vinarski-Peretz & Kidron Aviv (2018)	The Shadow Dance of Political Climate: Engagement in Political Behavior	Qualitative research methodology involving 16 interviews with managers conducted during the 2015 election campaign for Israel's parliament.	Managers utilize the political capital available during election periods to influence their organizations' future and their own positions.	The study primarily addresses external political factors, necessitating consideration of	This research aims to integrate both external and internal political factors to assess their effects on refugee

in Local
Government
Authorities

internal dynamics that
also significantly affect
organizational
development and
service delivery.

organizations in Kenya,
providing a
comprehensive
understanding of the
political landscape in
humanitarian contexts.

Kidron &
Peretz (2018)

Organizational
Political Climate
and Employee
Engagement in
Political Behavior
in Public Sector
Organizations

Explanatory-sequential mixed-
methods design. Quantitative data
collected from 217 managers and
employees, supplemented by
qualitative interviews with 16
individuals.

Findings suggest a
relationship between
political climate and political
behavior, with trust and
affective commitment
negatively affecting political
climate. Trust moderates this
relationship.

Employee engagement
was discussed as a
dependent variable,
requiring further
investigation into its
relationship with
perceived
organizational support
in refugee
organizations.

This study incorporates
employee engagement as
a construct related to
perceived organizational
support, examining its
role in geographical
labor mobility and
service delivery in
refugee organizations in
Kenya.

Cheng et al.
(2022)

Effects of
Workplace Gossip
on Employee
Mental Health

Data collected in three phases from
222 full-time employees of a
Taiwanese tourism company to
assess the impact of workplace
gossip on mental health.

Results indicated that
workplace gossip is linked to
mental health outcomes
through psychological
capital, with developmental
job experience serving as a
moderator.

Further exploration is
needed to clarify how
workplace gossip
affects service delivery
in organizations.

This study discusses
workplace gossip within
the framework of
political factors,
exploring its
implications for service
delivery in refugee
organizations in Kenya
and enhancing
understanding of
interpersonal dynamics
in humanitarian settings.

Barnetson & Foster (2014)	The Political Justification of Migrant Workers in Alberta, Canada	Narrative analysis of legislators' statements and press coverage from 2000 to 2011 regarding the use of temporary foreign workers.	The government employed three narratives to justify increased reliance on foreign migrant workers: labor shortages, non-threat to Canadian jobs, and claims of non-exploitation.	While the focus is on political factors, other influences such as economic, socio-cultural, and reward factors also merit discussion. The findings are specific to Canada, highlighting a gap in research on refugee organizations in Kenya.	This study examines socio-cultural, career-based, and reward factors impacting service delivery in refugee organizations in Kenya, contributing to a holistic understanding of the dynamics involved in humanitarian contexts.
Career Based Factors					
Tabiu & Nura (2020)	Career Planning as Predictor of Employee Performance: Focus on the Role of Perceived Career Opportunity	Cross-sectional survey conducted with 265 employees from 27 local governments in North Western Nigeria. Data analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).	A significant relationship exists between career planning and employee performance. The impact of career planning on task performance is stronger than on contextual performance, indicating employees prioritize task performance.	The study narrowly focuses on career planning rather than the broader concept of career management, which encompasses planning, coaching, and execution.	This research highlights the importance of career-based factors in influencing employee performance, discussing their implications for service delivery in various sectors, including potential insights for refugee organizations.
Mugaa, Guyo, & Odhiambo (2018)	Influence of Career Progression on Employee Performance in	Descriptive research design targeting a population of 22,856 employees across six selected commercial banks in Nairobi City County. Sample size determined	Career progression positively and significantly affects employee performance.	The findings are specific to the banking sector and may not directly apply to the refugee sector; a similar	This study contributes to understanding the determinants of geographical labor mobility and service

	Large Commercial Banks in Nairobi City County, Kenya	using Krejcie and Morgan's table, resulting in 377 respondents. Data collected through structured questionnaires.		study is needed to assess the relevance in that context.	delivery within refugee organizations in Kenya, particularly in Turkana County, where employee performance is framed within the broader context of organizational service delivery.
Chetana & Mohapatra (2017)	Career Planning and Career Management as Antecedents of Career Development in Indian Firms	Self-administered questionnaires using a five-point Likert scale, combined with random sampling across three service sectors in India. Data analyzed using descriptive statistics, Spearman's Rank Correlation, and Linear Regression with SPSS 20.	Career planning and career management significantly influence career development positively.	Conducted in India, the study lacks direct applicability to the Kenyan context; further research is needed to explore these dynamics in local organizations, including refugee sectors.	This research discusses career management and development as critical factors influencing service delivery, providing a basis for similar studies in Kenyan refugee organizations and emphasizing the need for context-specific findings.
Socio-Cultural based factors Faith (2016)	Influence of Social-Cultural Diversity on Employees' Attitude towards Performance: A Survey of Private Universities in	Descriptive survey design with primary data collected via questionnaires administered to randomly selected university employees. Data analyzed using SPSS.	Most university employees held bachelor's degrees, enhancing their work competence. Religion influenced employee relationships, gender considerations were vital for morale, and income levels	The study concentrated on employee attitudes, overlooking broader organizational development and service delivery aspects where these attitudes interact with other	This research explores socio-cultural factors as determinants of geographical labor mobility and their impact on service delivery within refugee organizations in Kenya,

	Meru, Kenya		affected interactions and performance.	factors.	particularly in Turkana County.
Hanson (2021)	Impact of Refugees on Host Community in Developing Countries: A Study of Two Communities in Ghana	Primarily secondary data analysis from articles and working papers examining two refugee-hosting communities in Ghana (Krisan and Fetentaa).	Significant social changes in host community interactions; economic structures improved significantly due to the presence of refugees.	The focus on refugees and host communities lacks emphasis on employees and organizational stakeholders. More research is needed on the Kenyan context.	This study investigates socio-cultural factors affecting both organizational stakeholders (employees) and external influences (host and refugee communities), and their implications for service delivery.
Mazur (2020)	Influence of Religion on Organizational Culture	Case study method with a sample size of 99, using a questionnaire to examine the relationship between organizational culture and religion.	Organizational cultures influenced by Catholicism showed individualism, low power distance, and low uncertainty avoidance. Preferences for cultural values stemmed from religious beliefs.	The study's focus on Catholic and Orthodox traditions excludes other denominations that could also inform the findings.	This research provides insights into the role of diverse religious influences on organizational culture, discussing its relevance to service delivery in refugee organizations in Kenya, particularly in Turkana County.
Chinelo (2012)	Appropriate Management in an African Culture: Implications for Educational	Eight research questions guided the investigation, with data collected via structured questionnaires analyzed using percentages.	Similar performance in Nigeria (X and Y), but profound differences observed when compared to Italy (Z) due to cultural	The study's focus on Nigeria limits its applicability to Kenya, which has its own cultural dynamics.	This study contextualizes Kenyan culture within a broader framework of diverse international cultures,

	Organizations		value differences in motivation, satisfaction, and communication.		examining its implications for organizational service delivery, particularly in refugee organizations.
Marzena (2017)	Importance of Cultural Differences in International Business: Monochronic and Polychronic Culture of Time Management	Literature analysis on cross-cultural determinants of business, leading to deductive conclusions regarding cultural impacts.	Cultural differences significantly affect international business dynamics. Time management is just one aspect of these cultural differences, which need broader exploration to connect to service delivery.	A narrow focus on time management overlooks other critical cultural aspects that impact service delivery.	This study examines geographical labor mobility and service delivery in refugee organizations in Kenya, emphasizing the need to explore a wide range of cultural differences in organizational contexts.
Taras et al. (2021)	How Cultural Differences Can Impact Global Teams	Observational study involving 5,728 individuals across 804 remote international teams engaged in consulting projects, relying entirely on digital communication tools.	Personal diversity can negatively affect team climate; cultural differences, age variations, and language fluency can hinder team enjoyment, trust, and communication.	The study focuses on team dynamics, with less attention on how these factors affect overall service delivery within organizations.	This research discusses the socio-cultural factors impacting service delivery in refugee organizations in Kenya, underscoring the importance of addressing cultural differences in team dynamics for effective organizational outcomes.
Service Delivery					
Hailu & Shifare (2019)	Service Delivery and Customer Satisfaction in the	Utilized self-administered structured questionnaires and key informant interview guides. Data	The study found that customers perceive public service organizations	Further investigation is needed to explore how service delivery	This research provides insights into the relationship between

	Public Service Sector: An Ethiopian Experience	collected from 165 employees and 423 customers, analyzed using both qualitative and quantitative methods.	positively, indicating high levels of satisfaction with overall service delivery.	impacts geographical labor mobility, particularly in the context of refugee organizations in Kenya.	service delivery and customer satisfaction, applicable to refugee organizations seeking to improve service outcomes.
Atiku, Kurana, & Ganiyu (2023)	Leadership and Service Delivery in Times of Change: Town Council in Namibia	Qualitative approach using purposive sampling to select ten participants from a population of 117 staff members. Data collected through semi-structured face-to-face interviews, analyzed with thematic analysis via NVivo 12.	Results highlighted logistical difficulties, political interference, lack of human resources, and financial constraints as significant challenges affecting service delivery in the Town Council.	The focus is limited to leadership challenges within a specific context (Namibia); further research is needed to understand the influence of leadership on service delivery in refugee organizations in Kenya.	This study emphasizes the critical role of leadership during organizational change, offering a framework for examining similar issues in refugee settings.
Perceived organizational support (POS)					
Chatiza, Mubvundu, & Chisango (2021)	Employee Engagement and Service Delivery in Tertiary Institutions: Case of a Public University in Zimbabwe	Used open-ended questionnaires and interview guides. The sample consisted of 87 employees from various faculties and departments, employing a blend of random and non-random sampling techniques. Data were analyzed using SPSS for quantitative data and thematic analysis for qualitative data.	The research revealed a statistically significant positive relationship between employee engagement (EE) and service delivery.	Employee engagement is viewed in a narrow context; it should be examined within the broader framework of organizational support.	The findings are beneficial for the tertiary education sector in Zimbabwe and highlight the importance of perceived organizational support as a moderating variable in service delivery.
Zheng, Yuyan, & Graham, &	Service Leadership, Work Engagement, and	Data collected from 903 leader–follower dyads nested within 187 teams, using a two-source approach	The study found that the indirect effect of service leadership on service	There is a need to explore how service leadership influences	This study addresses the interconnectedness of service leadership, work

Snape (2019)	Service Performance: The Moderating Role of Leader Skills	for comprehensive insights.	performance via work engagement is stronger when leaders possess high levels of task-based professional skills.	work engagement and performance within the context of refugee organizations, particularly in Kenya.	engagement, and service performance, contributing valuable insights applicable to refugee organizations in Turkana County.
--------------	---	-----------------------------	---	---	--

Source: Developed from the Reviewed Literature by Researcher (2024)

2.7 Conceptual Framework

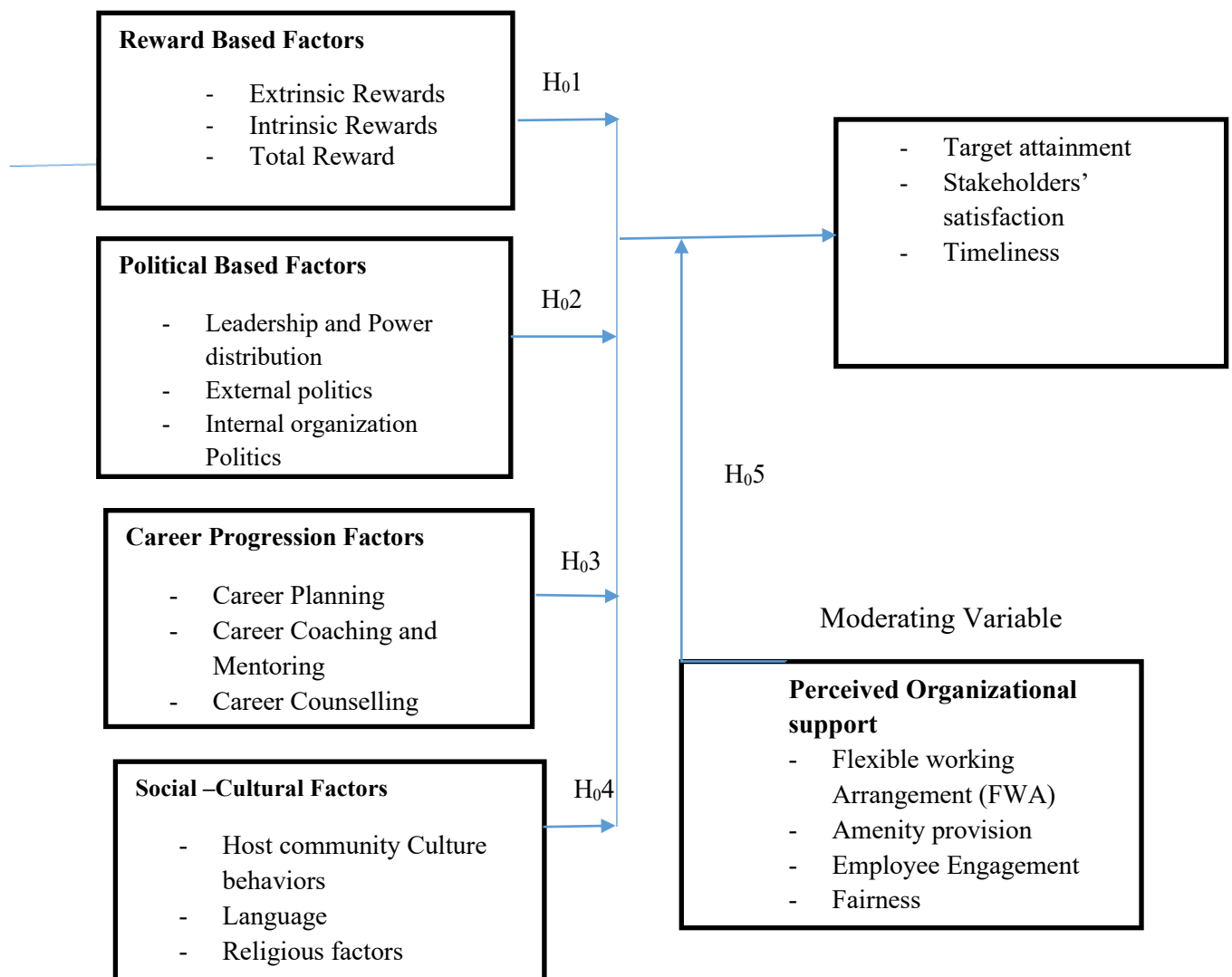
Ravitch and Riggan (2016) was published. Definition provided: a conceptual framework is a useful tool for assessing contexts and variations through the use of logical distinctions and easily understandable idea organization. They also elaborate that the conceptual framework is the nucleus of the empirical study, as it provides a foundation and guidance for all research. illustrates how refugee NGOs in Kenya deal with issues of geographical labor mobility, organizational support, and service delivery.

Table 2.2 Conceptual framework
Independent Variable

Dependent Variable

Determinants of Geographical labor mobility

Service Delivery



Source: Developed from the Reviewed Literature by Researcher (2024)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methods used in the study. It specifically details the research design and how it was selected. Additionally, the chapter covers the research philosophy, the population studied, the sampling techniques, as well as the methods for data collection, processing, and presentation

3.2 Study Area.

The study was conducted in Turkana County, Turkana West Sub –County, Kakuma Municipality and Kalobeyi wards where the selected refugee Organizations are located.

Turkana County is located in the former Rift Valley Province of Kenya. Covering an area of 77,000 km², it is the largest county in Kenya, followed by Marsabit County, which spans 66,923.1 km². The county is bordered by Uganda to the west, South Sudan to the north, and Ethiopia to the northeast, including the contested Ilemi Triangle. To the south and east, it is adjacent to West Pokot, Baringo, and Samburu Counties, while Marsabit County lies on the opposite eastern shore of Lake Turkana. Lodwar serves as the capital and largest town of Turkana County. According to the 2019 census, the population of Turkana County was 926,976 (Kenya National Bureau of Statistics, 2019).

Understanding the ethnic categories in Kenya is crucial, as they are complex and often overlapping. Additionally, the presence of significant refugee populations from neighboring countries adds to Kenya's diversity. As of January 2018, UNHCR estimated that there were 486,460 refugees and asylum seekers living in Kenya, with the majority coming from Somalia, Ethiopia, and South Sudan (UNHCR, 2018).

Economically, Turkana is the most impoverished region in Kenya. However, the county is seeing improvements due to ongoing mineral explorations, particularly for oil and water resources. Residents of Turkana County are also benefiting from devolution. This transfer of power in Kenya is regarded as a positive change for the marginalized communities in Turkana. It has been welcomed in the sub-counties because of its direct advantages for the citizens. The current administration distributes these benefits fairly across all sub-counties while also promoting citizen involvement in development initiatives. On March 26, 2012, President Mwai Kibaki announced the discovery of oil in Turkana County following exploratory drilling by the Anglo-Irish company Tullow Oil. Additionally, gold panning was reported in 2005 at locations such as Lochoremoit, Namoruputh, Lokiriama, and Ngakoriyeik (Kenya National Bureau of Statistics, 2020; Tullow Oil, 2012).

3.3 Research Design

This entails making use of the resources and structure for research that are provided by protocols, guidelines, and procedures that are founded on evidence. Prior to submitting the study for ethical review and beginning data collecting, researchers make a methodological decision by selecting the study design. According to research (Majid, 2020; Tashakkori & Teddlie, 2020; Nassaji, 2020).

This research employed both descriptive and explanatory research designs. Researchers were able to systematically gather standardized data from a specific or representative population and examine cause-and-effect linkages with the use of the explanatory research design (Baskerville & Priesheje, 2014). Researchers engage in explanatory research when they look at the results of an existing treatment rather than developing their own, as stated by Creswell and Creswell (2017). Put simply, the objective of this study was to identify any associations between groups that may have existed before. Finding relationships between the variables and factors that were important to the study was the main objective of explanatory research. Its

flip side was an effort to shed light on the present by verifying previously proposed theories (Bowen, Rose & Pilkington, 2017).

The design proved appropriate for assessing the association between geographical labor mobility, perceived organizational support, and service delivery in refugee groups. Benitez, Henseler, Castillo, & Schuberth (2020) state that hypothesis testing studies usually aim to shed light on particular relationship types, find group differences, or evaluate the independence of many components in a particular setting. Given the nature of the study's dependent variable—refugee organizations' service delivery—and the importance of identifying the interrelationships between the study's independent variables, an explanatory research design was the most suitable research approach. Because it allowed for systematic data collection via questionnaires, data compilation, presentation, analysis with SPSS, and interpretation of results, the descriptive survey approach was chosen. Analyzing data, conducting surveys, interviews, or seeing phenomena are common methods of data collection in descriptive research. The researcher was also able to provide more detailed descriptions of the variables with the help of this approach.

3.4 Research Philosophy

According to Galliers (1991), a research philosophy is a set of beliefs that govern the process of gathering, analyzing, and using evidence on a topic. It includes theories concerning the ontology (the study of the nature of reality) and the epistemology (the study of how knowledge is formed and validated) of the reality under investigation (Mauthner, 2020). In contrast to doxology, epistemology encompasses a wide range of philosophical perspectives on scientific inquiry. Two main research philosophies—positivism, often called scientific—

and interpretivism, also called antipositivism, have been recognized within the Western scientific tradition (Galliers, 1991).

Positivists maintain that reality is consistent and can be observed and articulated from an impartial standpoint (Levin, 1988), implying that one can study phenomena without influencing them. It is posited that phenomena ought to be isolated and that observations should be consistently reproducible. This frequently involves the alteration of reality while adjusting solely one independent variable to discern patterns and ascertain relationships within the social realm. Conversely, interpretivists contend that a comprehensive understanding of reality is attainable solely through subjective interpretation and active engagement. The analysis of phenomena within their natural context is crucial to the interpretivist perspective, coupled with the acknowledgment that researchers inevitably impact the phenomena under investigation. They recognize the existence of various interpretations of reality, yet maintain that these interpretations contribute to the scientific knowledge they pursue. The tradition of interpretivism holds comparable significance to that of positivism, both in depth and longevity.

The study embraced a positivist approach because it allows for predictions to be made based on previously observed and explained realities and their inter-relationships (Hirschheim, 1985). Additionally, positivism has demonstrated significant success in the physical and natural sciences, where empirical data leads to clear, measurable outcomes (Creswell & Creswell, 2017). This approach facilitates the identification of patterns and trends, enabling researchers to formulate reliable theories (Neuman, 2014). Furthermore, positivism promotes objectivity, minimizing researcher bias and ensuring that findings are rooted in observable

evidence (Bryman, 2016). By utilizing standardized methods of data collection and analysis, the study can enhance the replicability of its results, contributing to the overall validity and reliability of the research (Golafshani, 2003).

3.5 Target Population

The target population refers to the group of individuals on whom the research intervention is focused and from whom conclusions will be drawn (Shaun, Michael, & John, 2018). The study focused on the following selected refugee organizations operating in Kakuma, Turkana West sub-county, Turkana County that is Department of Refugee Services, World Vision, Dan Church Aid, Film Aid International, and Inkomoko. The total target population for this study consisted of three hundred (300) respondents comprising of five (5) Heads of the selected refugee organizations and two hundred and ninety-five (295) members of staff of the selected refugee organizations. Therefore, the study Population entailed the heads of selected refugee organizations, management and the general staff as presented in **Table 3.1 below**.

Table 3.1: Target Population

Selected Organization	Refugee	Designation	Target Population
Inkomoko		Head of organization	1
		Management staff	1
		General Staff	38
Sub -Total			40
Department of Refugee Services (DRS)		Head of organization	1
		Management staff	5
		General Staff	114
Sub- Total			120
World Vision		Head of organization	1
		Management staff	3
		General Staff	25
Sub-Total			29
Dan Church Aid		Head of organization	1
		Management staff	2
		General Staff	20
Sub- Total			23
Film Aid International		Head of organization	1

	Management staff	5
	General Staff	82
Sub- Total		88
TOTAL		300

Source: Respective Refugee Organizations Websites (2024)

3.6 Sampling Design and Procedure

Sampling is the process of selecting participants who represent the entire target population regarding the specific subject of interest to the researchers, enabling the collection of relevant and detailed information on particular research topics (Chivanga & Monyai, 2021). Most research studies utilize purposive sampling methods because they help identify high-quality samples without biases, thereby enhancing the reliability and trustworthiness of the findings.

The study employed mixed purposive sampling because it integrates multiple sampling strategies to achieve the desired sample in accordance with the research objectives. This approach facilitates triangulation, offers flexibility, and addresses various interests and needs (Patton, 1990). When choosing a sampling strategy, it is essential that it aligns with the study's purpose, available resources, the research questions, and any constraints encountered. This principle applies to both the sampling strategy and the sample size, as both are critical components (Friday & Leah, 2024). Purposive sampling was used to select the heads of the chosen refugee organizations because they oversee staff from diverse geographical backgrounds. Additionally, these leaders provided valuable insights that enriched the data collected through the questionnaires.

Additionally, the interview results were analyzed descriptively by organizing them into thematic categories. This approach allows for a clearer understanding of the key patterns and insights that emerged from the interviews, making it easier to identify and interpret the underlying themes relevant to the research objectives. Descriptive analysis also provides a comprehensive overview of the data, facilitating meaningful comparisons and discussions within the context of the study.

After conducting purposive sampling, the researcher discovered that the total number of staff working in the selected organizations was three hundred (300), which the researcher deemed to be a small number. The researcher decided to use a census technique, which involves analyzing all members of a population and aims to gather data from every eligible element within that specific population. A census study enables a comprehensive investigation of the research problem (Fleetwood, 2017). Consequently, both purposive sampling and the census method were employed in the study.

3.7 Data Collection Instruments

The study utilized two data collection tools: structured questionnaires and interview guides.

3.7.1 Questionnaire

The principal research tool employed was a meticulously designed questionnaire that included both nominal and scaled items. The majority of inquiries were structured using a five-point Likert scale to evaluate the extent of agreement or disagreement among participants. The questionnaire comprised six principal sections that examined the dependent, moderating, and independent variables. Section A gathered demographic data pertaining to the respondents. Sections B, C, D, E, and F collected information pertaining to reward-based factors, political influences, career advancement elements, socio-cultural dynamics, perceived organizational support, and service delivery, respectively.

The questionnaire serves as the cornerstone of any survey, with its efficacy hinging on the quality of its design. This study utilized the questionnaire as the principal instrument for the collection of quantitative primary data. This facilitates the gathering of quantitative data in a uniform fashion, thereby guaranteeing that the data maintain internal consistency and coherence for subsequent analysis (Roopa & Rani, 2012). The questionnaires were disseminated to a total of two hundred and ninety-five (295) management and general staff members from the five (5) chosen refugee organizations.

3.7.2 Interview Schedule

The study used interview schedule to get information from the five (5) heads of the selected refugee organizations. The study adopted a semi structured interview schedule whereby the topics or questions to be asked were open ended and planned in advance. The interview questions were used to verify the information gathered from the respondents and/or clarify facts related to the study.

The interview method employed was face-to-face, allowing the researcher to meet with the informant directly. This technique was chosen because it is commonly used and facilitates attention to non-verbal cues while fostering rapport over a longer period. Although it required significant effort, it was effective in gathering high-quality data (Nigel, Nick, & Amanda, 2000).

3.8 Data Collection Procedure

According to Abraham (2018), data collection is a process in research that involves gathering raw information and processing it into meaningful insights. Primary data was collected using questionnaires and interview guides. The questionnaire consisted of closed-ended questions. Interview schedules were utilized to gather information from the heads of the selected refugee organizations, as they possess significant knowledge about their organizations' operations. These interview schedules also served to emphasize the information included in the questionnaires. To enhance the response rate, three trained research assistants administered the questionnaires using a drop-and-pick method. An introduction letter from MMUST and NACOSTI was provided to the respondents, outlining the purpose of the study and assuring them of the confidentiality of the collected data. After completion, the research assistants collected the questionnaires. Validity was assessed through construct and content validity, while the reliability of the questionnaires was evaluated using Cronbach's Alpha Coefficient.

The data collection and analysis phase lasted three months, as all respondents were in close proximity to one another due to their employment.

3.9 Pilot Study

Cooper and Schindler (2011) contend that the purpose of a pilot test is to identify shortcomings in both the design and instrumentation, as well as to provide proxy data that assists in the selection of a probability sample. The preliminary assessment of the questionnaire adhered to the same protocols set for the primary data gathering phase. Only 10% of the population engaged in the pilot study (Mugenda, 2012). Thirty respondents from five refugee organizations in Dadaab, Garissa County, participated in the pilot study designed to assess the questionnaire.

The assessment of the instrument's validity and reliability was conducted during the pilot studies. The findings from the pilot study played a crucial role in enhancing the data collection tools, facilitating the inclusion of information that had been overlooked previously. Furthermore, the results derived from the pilot study were employed to rectify any deficiencies in the study instruments. Subsequent to the pilot study, a dialogue was convened with supervisors to implement essential modifications aimed at improving the reliability and validity of the instruments. This entailed an examination of the responses provided by participants concerning the factors influencing geographical labor mobility, the perceived support from organizations, and the quality of service delivery within the chosen refugee organizations in Kenya prior to the initiation of the primary study (Kelley et al., 2016; Tavakol & Dennick, 2011).

3. 10 Reliability and Validity of the Instruments

3.10.1 Validity of the Research Instruments.

An instrument's validity is determined by how well it assesses the variables it is designed to measure (Robson, 2011). It illustrates the extent to which the outcomes are precise. Consequently, it is imperative that the research instrument (questionnaire) effectively captures the concepts under investigation (Pallant, 2011). This research employed both Content and Construct Validity. The assurance of content validity confirmed that the questionnaire included an adequate variety of items to cover the complete concept (Mohajan, 2017), and the evaluation of the instrument's content validity was conducted by supervisors and experts.

Construct Validity, as articulated by Kothari (2014), pertains to the degree to which a collection of items within the questionnaire accurately embodies the theoretical constructs it seeks to assess. This was established through a thorough examination of the theories that underpin the primary themes of the study, thereby affirming the presence of the constructs. Furthermore, the insights of specialists were solicited to assess the questionnaires and to ascertain whether the diverse dimensions of the constructs in question were sufficiently covered by the formulated inquiries.

3.10.2 Reliability

Reliability denotes the degree of consistency observed between two measurements of comparable items (Babbie, 2007). Various approaches exist for evaluating reliability, such as test-retest reliability, alternative forms, split-halves, inter-rater reliability, and internal consistency. In light of the study's characteristics, reliability was assessed through internal consistency (Kothari & Garg, 2014).

The evaluation of internal consistency reliability was conducted utilizing the Cronbach alpha formula as outlined by Kim and Cha in 2002. Consistent with Gupta's (2004) suggestion, this study sought to achieve a minimum alpha value of 0.7 for item loadings. The aim of this research is to ascertain that the measurements derived from the data collection instruments are both accurate and reliable across various applications. The data produced in the pilot study underwent analysis through the SPSS statistical program to assess the reliability of the instrument. Historically, scholars have acknowledged a reliability coefficient of 0.7 or above (Carmines & Zeller, 1979), and this criterion continues to hold significance in contemporary discourse. Recent studies consistently validate the threshold of 0.7 as indicative of acceptable reliability (Tavakol & Dennick, 2011).

3.11 Data Analysis and Presentation

Descriptive statistics were used to calculate mean scores, standard deviations, percentages, cross-tabulations, and frequency distributions to illustrate the demographic characteristics of both the organizations and the respondents (Field, 2013). The standard deviation (SD) was employed as a measure of dispersion to assess the normality of the data (Ghasemi & Zahediasl, 2012).

ANOVA and multiple linear regression tests were done at a 95% confidence level ($\alpha = 0.05$) to find out how statistically significant each hypothesis was. In order to do statistical analysis, the field surveys were coded, revised, and input into a computer system. All statistical computations were carried out using SPSS version 20, this study's official statistical package. The coefficient of determination (R^2) was used to check how well different models fit the data. It showed whether the percentage of service delivery that could be explained by the predictor variables together was the same as, higher than, or lower than the population of each

predictor variable. Various regression analysis models were employed to assess the effects of the study's independent, moderating, and dependent variables. Use of multiple linear regression analysis allowed us to evaluate hypotheses H01, H02, H03, and H04. One way to examine continuous variables is through the use of multiple regression. (Steel & Ovalle, 1984)

Hierarchical regression analysis was used to investigate the moderating role of perceived organizational support (H05) in the connection between geographical labor mobility and service delivery. An additional variable that affects the strength of the association between two variables—the dependent and the independent—is called a moderator. A moderator is a variable that influences the correlation between two other variables in the context of correlation. If two variables, x and y, are involved in a causal relationship, then z is a moderator that affects the strength of the association between the two. The majority of moderator variables use regression coefficients to evaluate causal links. A moderator variable's significance determines how much of an impact it has on the relationship between x and y. The interaction effect between the dependent variable and the factor variable in ANOVA indicates the effect of the moderator variable (Baron & Kenny, 1986).

3.11.1 Descriptive Statistics

The researcher utilized descriptive statistics, including the mean, standard deviation, and range, to delineate the data. The statistics were employed to generate indices and metrics that succinctly encapsulate the data (Kothari, 2014). The mean functions as a metric of central tendency, aiding in the identification of the most representative value within a sample. The standard deviation denotes the extent of variance from the mean value. The data range was depicted using the minimum and maximum values. Furthermore, the information was conveyed using both tabular and graphical formats.

3.11.2 Inferential statistics

The study utilized inferential statistics, namely correlation and regression analysis, to assess the null hypotheses. Statistical assessments were conducted using SPSS Version 26, with a significance level set at 5% for the whole analysis.

3.11.2.1 Correlation Analysis

The purpose of correlation analysis in scientific study is to evaluate the extent of the linear relationship between two variables and to measure their association. This analysis evaluates the degree to which one variable fluctuates in response to changes in another. A strong correlation indicates a substantial relationship between the two variables, while a weak correlation implies a fragile link. The correlation coefficient, denoted as r , is a numerical value ranging from +1 to -1 that quantifies the strength of the linear relationship between two variables in correlation analysis (Schober, Boer, & Schwarte, 2018).

3.11.2.2 Multiple Regression Analysis

Multiple regression analysis is a crucial statistical tool for investigating the relationships between multiple independent variables and a single dependent variable (Lind, 2008). Kariuki (2015) contends that the objective of multiple regression analysis is to consolidate various predictor variables into a unified regression equation. This study aimed to assess the extent to which each independent variable influenced the total variation in the dependent variable. The research upheld a significance threshold of 5%. If the p-value is less than 0.05, the null hypothesis is rejected in favor of the alternative hypothesis, and vice versa (Linyuru, 2015). The research employed both the conventional multiple regression technique and the more sophisticated hierarchical approach.

A standard multiple regression model, including both simple and multiple linear regression, was employed to examine the impact of regional labor movement on the service provision of specific refugee groups in Kenya. The study utilized simple linear regression to assess the influence of individual factors on service delivery, while multiple linear regression was conducted to analyze the combined impacts of all components.

The impact of context on the relationship between regional labor migration and the service delivery of certain refugee organizations in Kenya was assessed by hierarchical regression analysis. The model's interaction effect is significant only in the presence of a moderating influence.

3.12 Analytical Model

The study employed simple regression, multiple regression, and hierarchical models to achieve its objectives.

3.12.1 Simple Regression Models

Focusing on important components such as reward-based considerations, political factors, career progression factors, and socio-cultural factors, this study used a basic linear regression analysis model to analyze the impact of regional labor mobility on service delivery inside chosen refugee organizations. An R-squared value and coefficient of determination, which show how much of a change in the independent variable is attributable to a change in the dependent variable, were given in the model summary. Part two of the model was the analysis of variance (ANOVA) table, which took residual and model-induced fluctuations into consideration. A significance level of 5% was used to test the hypotheses in the study.

The model's third and last part was the regression coefficients and p-values that showed how strongly different refugee groups' service delivery was influenced by workers' ability to move around geographically. On the left side of the equation was the dependent variable, and on the right side were the independent variable, the y-intercept, and the random error component. This represented the general model of simple linear regression.

$$Y = \alpha + \beta X + \varepsilon$$

Where:

Y = dependent Variable (Service Delivery)

α = constant

β = rate of increase or decrease of Y for each change in the independent variable(Beta)

x = the Independent Variable (Geographical Labour Mobility)

ε = other factors that influence the dependent variable that are unobservable or are not part of the study.

3.12.2 Multiple Regression Model

The formula exemplified the overarching framework of multiple linear regression, distinctly demonstrating that the dependent variable was situated on the left-hand side. The variables that could be changed, the y-intercept, and the term for random error were all displayed on the right side of the equation.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Service Delivery

α = Determines the level of fitted lines

β_1, β_2 and β_3 = Slopes of X_1, X_2, X_3, X_4

X_1 = Reward Based Factors

X₂= Political Based factors

X₃= Career Progression Factors

X₄= Socio Cultural Factors

ε = Error term

3.12.3 Hierarchical Regression Model

The model was utilized to evaluate the statistically significant moderating influence of perceived organizational support on the relationship between geographical labor mobility and service delivery within selected refugee organizations in Kenya, as delineated in hypothesis 5.

The moderation effect was assessed through hierarchical regression analysis, with the models organized in the following manner:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_1 X_1 Z_a + \beta_2 X_2 Z_a + \beta_3 X_3 Z_a + \beta_4 X_4 Z_a + \varepsilon$$

Where:

Y = Service Delivery (Dependent Variable)

X₁ – Reward based factors

X₂ – political based Factors,

X₃ – career development factors,

X₄ – Socio Cultural factors,

Z_a is the hypothesized moderator (Perceived Organizational support)

X_iZ is the interaction term of the Perceived Organizational support with each of the independent variables (1 2 3 4 X, X, X)

B_iZ is the coefficient of X*Z the interaction term between Perceived Organizational support and each of the independent variables for i = 1, 2, 3, 4

β₀ is constant (Y- intercept) which represent the value of Y when X = 0

3.13 Diagnostic Tests

The following diagnostic tests were conducted prior to completing the regression analysis to minimize potential bias from the collected data. The study performed these specific tests:

3.13.1 Multicollinearity

The independent variables exhibit a significant interrelationship, a phenomenon known as multicollinearity. This phenomenon arises when there exists a substantial correlation among independent variables, specifically when the correlation coefficient is 0.9 or higher. Multicollinearity presents a considerable obstacle in the realm of multiple regression analysis. Bryman and Cramer (2014) advise against the amalgamation of analyses that include variables exhibiting a bivariate correlation of 0.7 or greater. The presence of multicollinearity complicates the task of discerning the distinct impacts of each independent variable on the dependent variable, resulting in inflated standard errors for those variables (Yoo, 2014). To tackle multicollinearity, one approach involves eliminating one or more of the correlated independent variables from the regression model (Cai, Wu, Xu & Zeng, 2017). In evaluating the likelihood of multicollinearity, one employs a dual approach involving the variance inflation factor (VIF) and tolerance levels, where tolerance values exceeding 0.1 or VIFs below 10 are deemed acceptable.

3.13.2 Normality

The linear regression model operates under the premise that both independent and dependent variables exhibit a normal distribution; consequently, a normality test was performed in this study to validate this assumption (Sounders, 2012; Fuller, 2015). Moreover, parametric tests rely on the premise that the sample data originate from populations that exhibit a normal distribution. In SPSS Version 26, the Kolmogorov-Smirnov and Shapiro-Wilk tests were utilized to assess the normality of the data.

3.13.3 Homoscedasticity

The homoscedasticity assumption must be fulfilled in order for a linear regression model to be valid. As a result of homoscedasticity, the data points are distributed normally around the mean. This test is designed to ensure that the final results are free from any bias that may have resulted from inaccurate modeling. When the size of the error term changes depending on the values of the independent variables, however, heteroscedasticity happens. According to Gelfand (2015), the degree to which heteroscedasticity is present determines the impact of failing to meet the homoscedasticity assumption. Heteroscedasticity is defined by Cohen, West, and Aiken (2013) as the presence of discordant variances in the error term or answers that do not follow a normal distribution. We utilized a scatter plot of residuals and a graphical approach to evaluate heteroscedasticity in the independent variables. Scores should ideally cluster around the zero line in a rectangle scatter plot with constant residual variance (homoscedasticity) and uniform residuals (Sounders et al., 2012; Gibson, 2017).

3.12.4 Linearity

This study utilized bivariate correlational analysis to assess the strength and direction of the correlations between the variables. Sporta, Ngugi, Ngumi, and Nanjala (2017) assert that a significance level under 0.05 denotes a significant correlation, indicating a linear relationship between the two variables. If the significance level is elevated, such as 0.50 or greater, it signifies that the correlation is not significant, indicating an absence of a linear relationship between the two variables.

Linear regression requires a linear relationship between the independent and dependent variables. Considering that linear regression is especially susceptible to the impact of outliers, it is essential to investigate their existence. Scatter plots serve as a valuable instrument for evaluating the assumption of linearity (Chatterjee & Hadi, 2015).

3.13.5 Hypothesis Testing

Each hypothesis relies on a singular response variable that exhibits a linear dependence on a collection of predictor variables, therefore necessitating evaluation through a multiple regression model. The null hypothesis, denoted as H_0 , constitutes the basis for all hypothesis testing (Kaur, 2015). The T-test and F-test were employed to assess the hypotheses. In scientific study, it is customary to establish null hypotheses that embody the converse of the working hypothesis. The alternative hypotheses suggest rejecting the null hypothesis to support an alternative (Bali, Gupta, & Gadhi, 2007).

3.14 Ethical Considerations

The researcher seek approval from the respective selected Refugee Organization. All the participants in the research were asked to remain anonymous and their individual identities was salient future in the research. The researcher also provides the respondent with information and the purpose of the research, the expected duration of the participants and the procedure that was be followed. Since the research was partial fulfillment of the requirement of Doctor of Philosophy in Business Administration, the researcher seeks permission from the School of Graduate Studies in Masinde Muliro University of Science and Technology, NACOSTI and SS Individual Organizations that data were collected from. An Introductory letter was explained the purpose of the study, the importance and significance of the study and assurance of confidentiality to the respondents.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter includes an analysis of the demographic background of the respondents, along with both descriptive and inferential statistical analyses. The findings of the study were analyzed and interpreted according to the study's objectives.

4.2 Response Rate

A total of 295 questionnaires were distributed out of which 269 were returned. This represented a response rate of 91.18 percent with non-response rate at 8.81 percent which accounts for 26 questionnaires. This reinforces the assertion by Kathenya, Ndegwa and

Oringo, (2020) who recommended that a response rate of 70% or more are appropriate for an effective data analysis and presentation. The results of the response rate and the results are represented as shown in table 4.1

Table 4.1: Response Rate

Questionnaires	Frequencies	Percentages
Returned	269	91.18%
Not Returned	26	8.81%
Total	295	100%

Source: **Field Data, (2024)**

4.3. Reliability Test Results

The research assessed the internal consistency of reliability using Cronbach's Alpha. This formula was selected for its effectiveness in evaluating the reliability of the data collection tool. According to Daud, Mohammed Nawi, Aizuddin, and Yahya (2022), scales with a coefficient alpha score of 0.7 indicate acceptable reliability, while a score above 0.7 is deemed adequate for establishing reliability. The study achieved an Alpha coefficient of 0.750. The findings from the reliability test are displayed in **Table 4.2**

Table 4.2 Reliability Test

Item Statistics			
Variables	items	Cronbach Alpha Results	Remarks
Reward Based Factors	6	.716	Accepted
Political Based Factors	6	.721	Accepted
Career Development Factors	7	.798	Accepted
Socio-Cultural Factors	6	.725	Accepted
Perceived Organizational Support	6	.779	Accepted
Service Delivery	4	.760	Accepted

Source: Field Data, 2024

The results of the pilot study indicate that the questionnaire would yield consistent results if the same methodology were applied, thus confirming the reliability of the data collection tool.

As illustrated in Table 4.2, the reliability of the scores was demonstrated by robust Cronbach’s alpha coefficients for both the independent and dependent variables of the study. The Cronbach’s alpha values ranged from 0.725 to 0.900, signifying that the items are highly reliable for measuring the intended variables.

4.4. Validity Test

Content validity refers to the extent to which a measure encompasses all aspects of a specific social construct. To assess content validity, the researcher submitted the questionnaires for peer review and guidance from faculty members at the School of Business and Economics, seeking their feedback on the research instrument's content validity. The primary aim of this validity testing was to ensure that the research tool remained focused, accurate, and aligned with the study objectives (Golafshani, 2003). Following the professional review, any ambiguous statements or questions were revised or removed for clarity. This step was essential to standardize all questions for effective analysis of the research data.

4.5 Demographic Analysis

The study aimed to assess the demographic characteristics of the respondents, focusing on factors such as gender, age, highest educational attainment, length of service, current job level, and county of origin. The results are shown below:

Table 4. 3 Demographic characteristics

Demographics	Frequency	Percentage
Gender	Frequency	Percent
Male	167	62.1
Female	102	37.9
Total	269	100
	Frequency	Percent
Age of the respondents		
Below 25 years	21	7.8
25-34 years	116	43.1
35-44 years	89	33.1
45-54 years	39	14.5
Above 55 years	4	1.5
Total	269	100

	Frequency	Percent
Highest Education level of the Respondents		
Certificate and below	44	16.4
Diploma/HND	60	22.3
Bachelors Degree	131	48.7
Masters Degree	34	12.6
PhD	0	0.0
Total	269	100
	Frequency	Percent
Work experience of the Respondents		
Below 1 year	38	14.1
1-5 years	72	26.8
6-10years	127	47.2
11-15 years	28	10.4
Over 15 years	4	1.5
Total	269	100
	Frequency	Percent
Country of Origin of the Respondents		
Kenya	42	15.6
South Sudan	40	14.9
Rwanda	82	30.5
Congo	78	29.0
Somalia	19	7.1
Ethiopia	3	1.1
Uganda	2	0.7
Burundi	3	1.1

Source: **Field Data, (2024)**

The findings on the gender of the respondents indicate that male gender constituted the majority at 62.1% while the female gender stood at 37.9%. This implies a fair representation of both genders in this study as the two third gender rule is applied. The study established that 43.1% of the respondents were between the ages of 25-34 years, followed by 33.1% who were between the ages of 35-44 years, 14.5% who between the ages of 45-54 years, 7.8% who were below the ages of 25 years and 1.5% who were above the ages of 55 years. These findings indicate that the study managed to gather data across all range of ages of the respondents. This was vital because younger and older employees enhance problem-solving abilities and possess a diverse pool of knowledge, thus, enabling the researcher to grasp information from all perspectives. Given the location of the study area, age factor is critical because it informs family set ups and responsibilities of employees. The findings indicate that majority of the respondents 48.7% had attained Bachelor's Degree, followed by

Diploma/HND, (22.3%), certificate and below (16.4%), master's degree (12.6%) and lastly no PhD level was interviewed constituting 0%. This implies that the study managed to collect data from the respondents with standard education. These people possessed knowledge about the research and therefore aided the researcher to obtain an insightful information on the determinants of geographical labour mobility, perceived organizational support and service delivery of selected refugee organizations in Kenya. The results show that the respondents with years of experience ranging from 6-10 years accounted for the majority (47.2%), followed by those whose years of experience were between 1-5 years (26.8%), followed by those whose years of experience were below 1 year (14.1%), followed by those whose years of experience were between 11-15 years (10.5%) and lastly followed by those whose years of experience were over 15 years constituting (1.5%). These findings indicate that the participants in this research had an invaluable expertise required to cement insights on the determinants of geographical labour mobility, perceived organizational support and service delivery of selected refugee organizations in Kenya. The findings indicate that majority of the respondents 46.5% were in the middle level of management, followed by unspecified level of management which constitute (45.4%) and lastly top level of management constituting 8.1%. This implies that the study managed to collect data from the respondents with standard level of management. The results show that the majority of the respondents were from Rwanda a percentage of 30.2, followed by Congo (29.0%), Kenya (15.6%), South Sudan (14.9%), Somalia (7.1%), Ethiopia and Burundi shared (1.1%) and lastly Uganda that constitute 0.7%. These findings indicate that the participants were of diverse backgrounds in terms of origin hence had an invaluable expertise required to give insights on the determinants of geographical labour mobility, perceived organizational support and service delivery of selected refugee organizations in Kenya.

4.6 Results of Descriptive Analysis

The data collected from the respective Heads of Organizations and employees of the selected refugee using interview schedules and questionnaires respectively were subjected to descriptive analysis with the aid of the Statistical Package for Social Sciences (SPSS, Version 20.0). The results are displayed in line with the study objectives.

4.6.1 Descriptive Results of Reward Based Factors

The study sought to establish reward factors and the extent to which they influenced geographical labour mobility of selected refugee organizations in Kenya. The study relied on a Likert Scale where 1-Strongly Disagree, 2-Disagree, 3- Neutral, 4 Agree and 5- Strongly Agree. Table 4.4 represents a summary of the responses from the participants for each questionnaire item.

Table 4.4 Descriptive results of Reward Based Factors

	5	4	3	2	1	M	S. D
Reward policies exist in my organization to guide how employees are rewarded	104 (38.7)	89 (33.1)	52 (19.3)	24 (8.9%)	0 (0.0%)	4.01	.970
The reward is timely and tied to effective performance	107 (39.8)	80 (29.7%)	65 (24.2%)	15 (5.6%)	0 (0.0%)	4.02	.966
Reward in my organization consists of financial and non-financial components e.g. salary, allowances, benefits, letters of commendation etc.	120 (44.6%)	87 (32.3%)	39 (14.5%)	23 (8.6%)	0 (0.0%)	4.13	.959

Salaries, allowance and bonuses are given to the employees based on their qualifications and experience	112 (41.6%)	85 (31.6%)	56 (20.8%)	14 (5.2%)	2 (0.7%)	4.08	.947
Reward also takes into consideration difficulties encountered in the field/environment	101 (37.5%)	96 (35.7%)	60 (22.3%)	12 (4.5%)	0 (0.0%)	4.06	.881
I am motivated to continue to work in my organization by the rewards I receive	107 (39.8%)	88 (32.7%)	55 (20.4%)	18 (6.7%)	1 (0.4%)	4.05	.951

Source: Field Data (2024)

Majority of the respondents strongly agreed (38.7%) and agreed (33.1%) respectively with the statement that sought to establish if their organizations had reward policies to guide how they were to be rewarded. Further, most of them (39.8%) strongly agreed and agreed (29.7%) respectively with the statement that sought to establish if rewards were timely and tied to effective performance. These findings show that the selected refugee organizations had reward policies which guided them on how to reward employees and this helped them in providing timely rewards that were focused on performance.

The rewards given were both financial and non-financial in nature including salaries, allowances and bonuses. According to majority of the respondents (41.6%) these rewards were based on qualification and experience. Further, the rewards took into consideration the difficulties that were encountered by employees in the field as was confirmed by (37.5%) of the respondents who strongly agreed and (35.7%) who agreed with the statement on the issue in general. Most of the respondents were motivated to work in their organizations based on rewards they received.

These findings are similar to studies conducted by Madhani, (2020); Francis, Oaya, and Mambula (2020), and Ugochukwu (2021) who established that reward-based factors influenced geographical labour mobility. However, they differ with studies by Muhati (2023) and Opio et, al (2022) who argue that reward management is a complex issue and cannot be

concluded to positively affect Geographical Labour mobility. According to Opio et, al, (2022), extrinsic rewards do not affect performance and service delivery.

4.6.2 Descriptive Results of Political Factors

The study sought to establish the extent to which political factors influenced geographical labour mobility of selected refugee organizations in Kenya. The study relied on a Likert Scale where **1** - Strongly Disagree, **2**- Disagree, **3**- Neutral, **4** Agree and **5** - Strongly Agree. Table 4.5 represents a summary of the responses from the participants for each questionnaire item.

Table 4.5: Descriptive results of political factors

	5	4	3	2	1	M	S. D
There are some colleagues in my organizational who have greater say in the way the organization operates	93 (34.6%)	89 (33.1%)	53 (19.7%)	31 (11.5%)	3 (1.1%)	3.88	1.046
Those employees who determine organizational operation draw their authority from senior positions they hold in the organization.	90 (33.5%)	75 (27.9%)	74 (27.5%)	29 (10.8%)	1 (0.4%)	3.83	1.025

Those employees who are close to those in management get recognized more than others	95 (35.3%)	87 (32.3%)	53 (19.7%)	32 (11.9%)	2 (0.7%)	3.90	1.042
Employee talk about others positively or negatively without being reprimanded in my organization	85 (31.5%)	83 (30.9%)	72 (26.8%)	26 (9.7%)	3 (1.1%)	3.82	1.021
Employees in my organization relate freely with each other without discrimination based on country of origin, tribe, race or closeness to management	148 (55.0%)	73 (27.1%)	32 (11.9%)	14 (5.2%)	2 (0.7%)	4.30	.924
I am motivated to continue working in my organization because of peaceful and free speech environment	143 (53.2%)	70 (26.0%)	31 (11.5%)	18 (6.7%)	7 (2.6%)	4.20	1.054

Source: Field Data (2024)

The study sought the opinion of the respondents on whether there are some colleagues in their organizations who had greater say in the way the organization operated. A majority of the respondents strongly agreed (34.6%) and agreed (33.1%) respectively with the statement on the issue. The study also sought to establish whether employees who determined organizational operation drew their authority from senior positions they hold in the organization an issue that the majority of the respondents strongly agreed with (33.5%) and (27.9%) respectively with it.

Majority of the respondents strongly agreed (35.3%) and (32.3%) agreed that employees close to management usually get recognized more than the others. The results also showed that most organizations under study allow their staff to relate freely with each other without discrimination based on origin, tribe, race or closeness to management. This statement was strongly agreed by (55.0%) of the respondents. Majority of the respondents strongly agreed (31.5%) and agreed (30.9%) that employees were allowed to talk freely about others whether in positive or negative light without being reprimanded hence majority of the employees were motivated to continue working in their organizations because they provide an environment for peaceful coexistence and free speech. This can be attributed to the management understanding that politics in organizations is inevitable and peculiar to respective

organizations as studied by Can , (2020); Olorunleke (2015); Maslyn, Farmer and Bettenhausen (2017).

These findings are in line with Can, (2020); Ilias & Ioannis, (2018); Bicer, (2022) who in their studies established that political factors affected service delivery. On the contrary, Wiltshire, Bourdage, and Lee, (2014) emphasizes on the negative effects of politics on service delivery if they are not well handled.

4.6.3 Descriptive Results of Career Progression Factors

The study sought to establish career progression factors and the extent to which they influenced geographical labour mobility of selected refugee Organizations in Kenya. The study used a questionnaire to establish this issue. The study relied on a Likert Scale where 1 - Strongly Disagree, 2- Disagree, 3- Neutral, 4 Agree and 5 - Strongly Agree. Table 4.6 represents a summary of the responses from the participants for each questionnaire item.

Table 4.6: Descriptive results of Career Progression Factors

	5	4	3	2	1	M	S. D
My organization recruits and selects employees from different parts in the world.	152 (56.5%)	66 (24.5%)	32 (11.9%)	8 (3.0%)	11 (4.1%)	4.26	1.051
My organization continuously seeks to improve its employee's competence to enable them cope with the dynamic work environment	142 (52.8%)	76 (28.3%)	27 (10.0%)	18 (6.7%)	6 (2.2%)	4.23	1.024
My organization prioritizes training and development of staff on a continuous basis	125 (46.5%)	67 (24.5%)	28 (10.45)	29 (10.8%)	20 (7.4%)	3.92	1.292

My organization has career progression structure which highlights how employees can grow in their career within the organization	111	59	45	32	22	3.76	1.320
	(41.3%)	(21.9%)	(16.7%)	(11.9%)	(8.2%)		
There are practical employee mentorship and coaching programs in my organization.	97	77	46	29	20	3.75	1.255
	(36.1%)	(28.6%)	(17.1%)	(10.8%)	(7.4%)		
My organization allocates adequate funds for career development and management programs	101	59	44	25	40	3.58	1.442
	(37.5%)	(21.9%)	(16.4%)	(9.3%)	(14.9%)		
I am motivated to continue working for my organization given its career development focus	139	67	48	11	4	4.21	.975
	(51.7%)	(24.9%)	(17.8%)	(4.1%)	(1.5%)		

Source: Field Data (2024)

The results of the descriptive analysis of career progression factors and their influence on GLM, majority of the respondents (56.5%) strongly agreed and Agreed (24.5%) that their organizations recruit and select employees from different parts of the world. On whether the organizations continuously sought to improve the employees' competence to enable them cope with the dynamic work environment a majority of (52.8%) and (28.3%) strongly agreed and agreed respectively to the statement on the issue. The respondents also provided their opinions on whether their organizations prioritized training and development of staff on a continuous basis and majority of them strongly agreed (46.5%) and (24.5%) agreed respectively.

Majority of the respondents (41.3%) strongly agreed and (21.9%) agreed respectively on the statement that their organizations had career progression structures which highlighted how employees could grow in their career within the organization. The findings also reveal that majority of the organizations under study had practical employee mentorship and coaching programs. Most employees are satisfied with the career development focus that gives each of them a chance to progress career wise as this statement was confirmed by a majority of (51.7%) strongly agreeing and (24.9%) agreeing to it.

These findings are in line with the findings of Tabiu and Nura (2020) Katya, Menschya (2023) and Kiguru (2018) who agree in their studies that Career Progression factors affect service delivery. This is contrary to the findings by Mwangi and Gachunga, (2016) showing that career progression without management support cannot positively impact of service delivery.

4.6.4 Descriptive Results of Socio-Cultural Factors

The study sought to establish Socio Cultural factors and the extent to which they influenced geographical labour mobility of selected refugee organizations in Kenya. The study used a questionnaire to establish this issue. The study relied on a Likert Scale where **1** - Strongly Disagree, **2**- Disagree, **3**- Neutral, **4** Agree and **5** - Strongly Agree. Table 4.7 represents a summary of the responses from the participants for each questionnaire item.

Table 4.7 Descriptive results of Socio-Cultural Factors

	5	4	3	2	1	M	S. D
My organization has employees from different nationalities, tribes, religion and origins	156 (58.0%)	82 (30.5%)	23 (8.6%)	8 (3.0%)	0 (0.0%)	4.43	.773
People in my organization uphold and respect each other’s culture, belief and norms for peaceful coexistence	145 (53.9%)	93 (34.5%)	22 (8.2%)	5 (1.9%)	4 (1.5%)	4.38	.831

My organization has developed its own identity and culture where employees are included into acceptable common way of behaving and relating to one another.	154 (57.2%)	70 (26.0%)	31 (11.5%)	12 (4.5%)	2 (0.7%)	4.35	.904
Organization decisions usually take into consideration the diversity that exists in the organization.	142 (52.8%)	73 (27.1%)	41 (15.1%)	13 (4.8%)	0 (0.0%)	4.28	.894
Socio-cultural factors among staff greatly affect organizational operation.	131 (48.7%)	60 (22.3%)	60 (22.3%)	18 (6.7%)	0 (0.0%)	4.13	.982
I am motivated to continue working my organization by the way we embrace each other irrespective of our culture and social origins	153 (56.9%)	63 (23.4%)	38 (14.1%)	14 (5.2%)	1 (0.4%)	4.31	.926

Source: Field Data (2024)

Majority of the respondents strongly agreed (58.0%) and agreed (30.5%) respectively on the statement that sought to establish whether organizations have employees from different nationalities, tribes, religions and origins. On whether the people (staff) in the selected refugee organizations upheld and respected each other's culture, belief and norms for peaceful coexistence, majority of the respondents also strongly agreed (53.9%) to this statement with a mean of 4.38 and a standard deviation of 0.831. Most organizations had developed their own identity and culture where employees were included into acceptable common way of behaving and relating to one another. This statement is strongly agreed by 57.2% of the respondents.

On the statement that organizations decisions usually take into consideration the diversity that exists in the organization, majority of the respondents strongly agreed (52.8%) and (27.1%) agreed respectively. The findings under this objective show that socio-cultural factors among staff affected organizational operation. Most employees (56.9%) strongly agree and (23.4%) agree that they are motivated to continue working in their organizations because they encourage staff to embrace and respect each other irrespective of their culture and social origins.

These study findings are in line with findings of the study conducted by Cletus, Mahmood, Umar and Ibrahim (2018); Sadiku, (2022); Seldean (2021); Mazur (2020) and Taras et al. (2021) that socio-cultural factors positively affect service delivery.

4.6.5 Descriptive Results of Perceived Organizational Support

The study sought to establish perceived organizational support and the extent to which it influenced geographical labour mobility of selected refugee Organizations in Kenya. The study used a questionnaire to establish this issue. The study relied on a Likert Scale where **1** - Strongly Disagree, **2**- Disagree, **3**- Neutral, **4** Agree and **5** - Strongly Agree. Table 4.8 represents a summary of the responses from the participants for each questionnaire item.

Table 4.8: Descriptive results of Perceived Organizational Support

	5	4	3	2	1	M	S. D
My organization involves employees when making major decisions that affect it.	107 (39.8%)	72 (26.8%)	65 (24.2%)	23 (8.6%)	2 (0.7%)	3.96	1.025

My organization facilitates continuous training and development of staff by paying fees and allowances for staff undertaking further studies.	103 (38.3%)	81 (30.1%)	52 (19.3%)	32 (11.9%)	1 (0.4%)	3.94	1.042
My organization provides a conducive physical working environment e.g. by providing flexible working arrangements (FWA), comfortable office furniture, aerated offices, computers and equipment and appropriate gears, security etc	113 (42.0%)	87 (32.3%)	55 (20.4%)	12 (4.5%)	2 (0.7%)	4.10	.929
My organization provides comfortable housing/accommodation to staff.	138 (51.3%)	68 (25.3%)	44 (16.4%)	17 (6.3%)	2 (0.7%)	4.20	.980
My organization provides adequate transport facilities to and from work for staff	131 (48.7%)	72 (26.8%)	28 (10.4%)	27 (10.0%)	11 (4.1%)	4.06	1.167
I am motivated to continue working in my organization given its supportive and caring nature.	148 (55.0%)	67 (24.9%)	41 (15.2)	13 (4.8%)	0 (0.0%)	4.30	.899

Source: Field Data (2024)

On the statement that sought to establish whether the organizations under study involved employees in decision making, majority of the respondents strongly agreed (39.8%) and agreed (26.8%) to the statement respectively. Most respondents also strongly agreed (38.3%) and agreed (30.1%) respectively, that their organizations facilitate continuous training and development of staff by paying fees and allowances for staff undertaking further studies. Majority of the respondents strongly agree (42.0%) that their organizations provided a conducive environment for physical working for instance by providing flexible working arrangements, comfortable office furniture, security, aerated office, computers and other appropriate gears.

Most of the organizations under study provide comfortable housing or accommodation for staff. This statement is strongly agreed by 51.3% and agreed by 25.3%. Further, 48.7% of the respondents also strongly agreed that their organizations provided employees with transport facilities to and from work while 26.8% agreed to the statement. Therefore, most employees or respondents are motivated to continue working in their organizations with 55.0% strongly

agreed and 24.9% agreed. This based on their supportive and caring nature to the staff welfare.

The study by Chatiza, Mubvundu and Chisango (2021); Aruna and Setha (2019) are in agreement with the findings of this study; that perceived organizational support is key in achieving service delivery because it creates an environment that enables staff to work amply.

4.6.6 Descriptive Results for Service Delivery

The study sought to establish service delivery and the extent to which they influenced geographical labour mobility of selected refugee Organizations in Kenya. The study used a questionnaire to establish this issue. The study relied on a Likert Scale where **1** - Strongly Disagree, **2**- Disagree, **3**- Neutral, **4** Agree and **5** - Strongly Agree. Table 4.9 represents a summary of the responses from the participants for each questionnaire item

Table 4.9: Descriptive results for Service Delivery

	5	4	3	2	1	M	S. D
My organization delivers its mandate in a timely manner	137 (50.9%)	78 (29.0%)	43 (16.0%)	11 (4.1%)	0 (0.0%)	4.27	.874
My organization has ensured it has its target this year	136 (50.6%)	90 (33.5%)	34 (12.6%)	9 (3.3%)	0 (0.0%)	4.31	.819
The clients served by our organization are satisfied without quality of service	112 (41.6%)	64 (23.8%)	58 (21.6%)	25 (9.3%)	10 (3.7%)	3.90	1.155
Clients served by my organization have no complaints regarding our service delivery	127 (47.2%)	58 (21.6%)	51 (19.0%)	31 (11.5%)	2 (0.7%)	4.03	1.092

Source: Field Data (2024)

The first statement sought to establish whether the organizations under study delivered their mandates in a timely manner. Majority of the respondents strongly agreed 50.9% while 29.0% agreed to the statement. Majority of the respondent strongly agreed (50.6%) and agreed (33.6%) respectively that their organizations attained their target of the year.

Further, 41.6% strongly agree and 23.8% agree respectively that the clients served by their organizations have demonstrated satisfaction of the quality of service offered and a majority of the respondents also strongly agree that the client is served by their organizations had no complaints regarding service delivery.

These findings resonate with the study conducted by Hailu and Shifare (2019) and Atiku et al. (2023) who assert that there has been a great concern for excellent service delivery because customer satisfaction is key in gaining strategic competitive advantage over the other organizations.

4. 7 Interview Results

The study interviewed heads of organizations to triangulate information regarding geographical labour mobility and how it affects service delivery of selected refugee organizations in Kenya. The findings were arranged in themes and reported in sections as follows:

4.7.1 Reward based factors and service delivery.

Most of the respondents held that their organizations had career structures which determined promotions. They conducted interviews periodically and based on them those successful were promoted and had a salary raise. Apart from salaries, other rewards they gave included, company automobiles, leave allowances, Furnished office and health insurance. In their view, reward-based factors enhanced service delivery. These results are in line with a study conducted by Nurul, Sabiroh and Eliv, (2021); Ugochukwu, (2021) stating that a reward system that is properly administered results in good quality of employee performance because they get motivated. Performance, just like reward is very crucial because the employees expect high level of reward when they achieve a high-level performance.

4.7.2 Political Based Factors and Service Delivery.

Majority of the respondents expressed that the best way to handle organizational politics is to sensitize the staff working under them that organizational politics is not avoidable and if practiced well will benefit everyone in the organization. They assert that they encourage the staff to be objective, promoting inclusivity and respect for each other, connectedness and communication, integrity and vision as well as accountability and fairness. Since workplace gossip is unavoidable, the staff are encouraged to positively and objectively talk about each other in a manner that will contribute to attainment of organization goal.

Further, the respondents explained that the national politics can affect the operation of the organization, through interferences brought by political distractions especially in policy making and implementation. Sometimes the outside politics can affect the relationship between supervisors and their supervisees especially when the former has a strong relationship with the political class in the nation. The respondents confirmed that the policies and procedures in their organizations discourage political influence. The respondents agreed that the political based factors affect service delivery.

These findings align with research by Laura (2018), Brady, Brown, and Liang (2017), and Cheng, Kuo, Chen, Lin, and Vincent (2022), which identified gossip as an intrinsic aspect of organizational politics. Although gossip is frequently viewed negatively, scholars in the field contend otherwise. They argue that individuals generally participate in gossip to gather and validate information rather than to negatively impact others (Bishop, 2017; Smith & Smith, 2019). Consequently, managers are encouraged to implement policies that mitigate mental health issues that may arise from the adverse effects of workplace gossip (Johnson & Lee, 2020; Taylor, 2021).

4.7.3 Career Progression Factors and Service Delivery

The respondents reported that their organizations have career progression structures. That they are specific departments or sections handling career progression matters in a structured way. The use of performance contracting and appraisals helps in identifying the strength and weaknesses of the individual employees and departments. The strength and weakness informs the decision to reward and recommend for training respectively. The organizations under study encourage mentorship and coaching of junior staff to prepare them for senior positions and improvement of service delivery. The respondents agreed that the career progression factors enhanced service delivery.

The findings of this study align with the work of Gulyani and Sharma (2018) and Shaito (2019), who emphasize that career development serves as a strategic plan for employees to achieve their career objectives, potentially leading to promotions and greater responsibilities within an organization. Supporting internal career opportunities allows organizations to effectively utilize talented employees in roles where they can provide maximum value. Additionally, literature suggests that implementing structured career development programs is essential for retaining top talent (Noe, 2017; Hall, 2019). Such initiatives can include mentorship and coaching programs, which not only enhance employees' skills but also foster a supportive work environment (Kram, 2020).

4.7.4 Socio-Cultural Factors and Service Delivery

The respondents appreciated the fact that geographical labour mobility has necessitated the diverse workforce in their organizations, where diversity exists in terms of origin, religion, gender among others. The organizations have ensured there is formulation of policies and practices that promote respect and appreciation amongst staff, participation in the local community's development through Community Social Responsibility and involving the local leadership in decisions of the organization that affects the local community. Also, ensuring employment of locals as per the Turkana County local content act, 2024, this has made the

locals appreciate the existence of the organizations and create camaraderie with the non-local staff. According to the respondents, socio- cultural factors enhances service delivery.

Seldean (2021); Thomas, Ishmail and Michael, (2020) and Budzanowskaet, et al. (2016) in their studying socio cultural factors, assert that cultural differences can highly affect behavior and attitudes for organizations. An optimal combination of superior organizational service orientation and culture generates competitive benefits for the organization. Culture impacts all facets of international business communication, including business relations, negotiations, international management, as well as marketing communication strategies and decisions related to branding and customer behavior. Language serves as a mechanism to reconcile cultural disparities in global organizations or communities.

4.8 Diagnostic Tests.

Before subjecting the data for further inferential analysis various diagnostic tests were undertaken to ensure the data would be appropriate to be subjected to inferential tests. These tests included tests for normality, multicollinearity, homoscedasticity and linearity.

4.8.1. Normality Test

Normality is an assumption that postulates that the sampling distribution of the mean is normal or that the means across the samples are distributed on a normal curve (Nwanamidwa, 2018). Essentially, the assumption proposes that if a researcher collects many random samples that are independent within a population, calculating a sample mean and creating a histogram will have the distribution of sample means along a perfect bell curve. The Kolmogorov – Smirnov test is the numerical test that was used for the purpose of this study. For a relatively large sample, ranging between 50-2000, this test is appropriate. Insignificant values greater than 0.05 from this test indicates that the data is normally distributed. Significant values less than 0.05 depict deviation from normal distribution. According to

Aliyu, Abubakar and Yakasai, (2019), good data should be normally distributed. For all the variables under study, the significance value was less than 0.05. Abubakar and Muhammad, (2020) asserts that large samples commonly violate this assumption hence the use of the variables is justified.

Table 4. 10 Normality tests

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Reward Based Factors	.105	269	.000	.945	269	.000
Political Based Factors	.095	269	.000	.965	269	.000
Career Development Factors	.113	269	.000	.926	269	.000
Socio Cultural Factors	.136	269	.000	.893	269	.000
Service Delivery	.147	269	.000	.917	269	.000

a. Lilliefors Significance Correction

Source: Field Data (2024)

4.8.2 Multicollinearity Tests

Multicollinearity occurs when the independent variables are highly correlated with each other. This becomes a challenge for conducting regression analysis since the model may not be an accurate association that explains the variance in the dependent variable, essentially leading to making incorrect inferences (Kallapur, 2022). Multicollinearity is tested using two main ways. The first is using Pearson’s’ correlation coefficients whereby the independent variables are put into a correlation matrix. The rule of thumb is that if the coefficients are above 0.80, then they are highly correlated. The second way is using variance inflation factor (VIF) which entails measuring the multicollinearity in the set of the variables for the multiple regression model. A higher VIF value indicates that there is a high correlation between the variables. The rule of thumb is that the values are acceptable if they are below 10.00, preferably, around

5.00 whereas if they fall above 10 or below 0.1, then the values require further investigation (Senaviratna & Cooray, 2019). This study relied on the first test that entails using Pearson's coefficient matrix to test for multicollinearity.

Table 4.11 below demonstrates the output for the correlation tests for multicollinearity. For each of the variables, the Pearson coefficient is below 0.80. The correlation coefficient among the predictors are .497**, .527**, .418**, .468**, .210**, .270**, .342**, .511**, .538**, and .582**. None of these values is above 0.80 which indicates that there is no multicollinearity among the predictors, thus making the data fit for regression analysis.

Table 4. 11 Correlation tests for Multicollinearity

Correlations		Reward Based Factors	Political Based Factors	Career Development Factors	Socio Cultural Factors	Service Delivery
Reward Based Factors	Pearson Correlation	1	.497**	.527**	.418**	.468**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	269	269	269	269	269
Political Based Factors	Pearson Correlation	.497**	1	.210**	.270**	.342**
	Sig. (2-tailed)	.000		.001	.000	.000
	N	269	269	269	269	269
Career Development Factors	Pearson Correlation	.527**	.210**	1	.511**	.538**
	Sig. (2-tailed)	.000	.001		.000	.000
	N	269	269	269	269	269
Socio Cultural Factors	Pearson Correlation	.418**	.270**	.511**	1	.582**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	269	269	269	269	269
Service Delivery	Pearson Correlation	.468**	.342**	.538**	.582**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	269	269	269	269	269

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

Source: Field Data (2024)

4.8.3 Homoscedasticity Tests

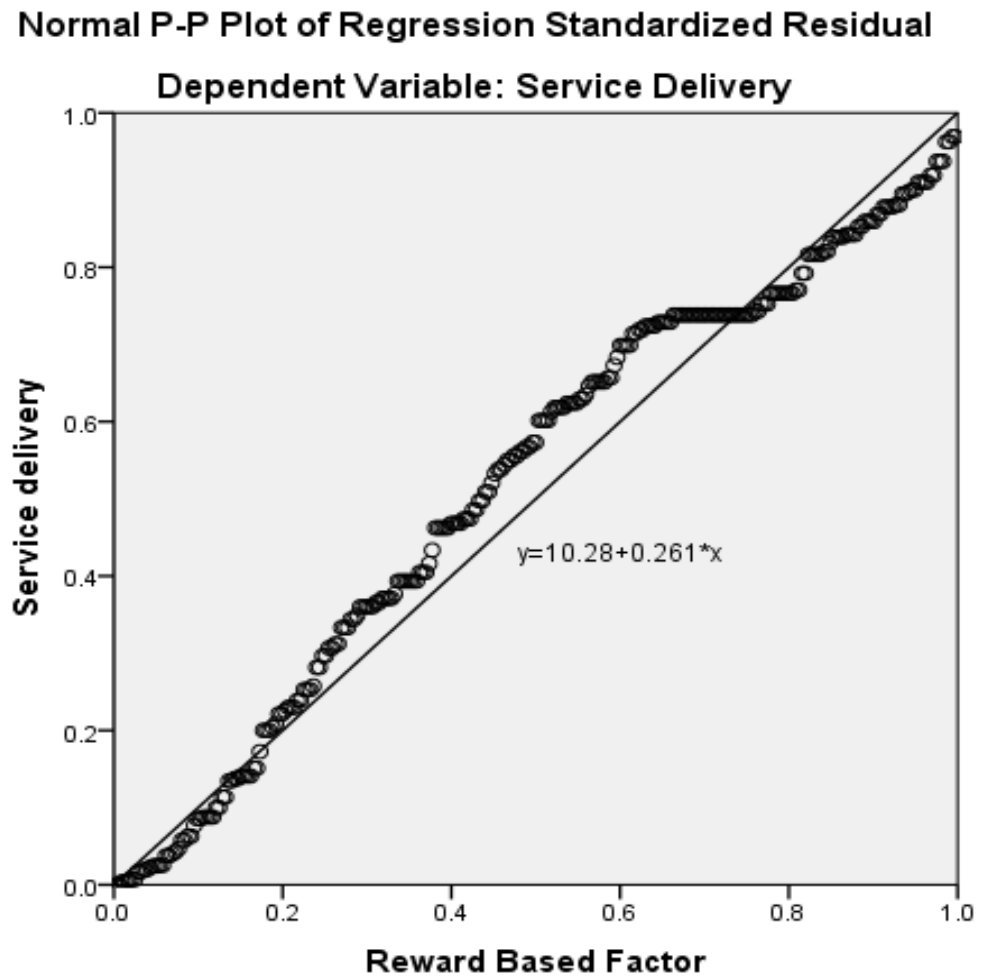
Homoscedasticity is an assumption that is central to regression focusing on the issue of variance in the data set. For a linear regression model, it is assumed that the error term which

represents the residue when the model does not represent the actual relationship between predictor and dependent variables fully, is the same across all the values of the predictor variables (Yang et al., 2019). The opposite, heteroscedasticity which occurs when homoscedasticity is violated, assumes that the error term differs across the predictor variable values. Homoscedasticity is tested by plotting the values and residuals on a scatterplot and observing whether they are equally distributed.

4.8.3.1 Homoscedasticity Between Reward-based Factors and Service Delivery

The scatter graph depicted in figure 4.1 showed that the relationship between reward-based factors and service delivery among the determinants of geographical labour mobility of selected refugee organizations in Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From Figure 4.1, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line is $0.261X$ while the intercept constant was 10.28 basing on the variables' sum scores This implies that this assumption was not violated.

Fig. 4.1 Homoscedasticity between Reward based Factor and Service Delivery



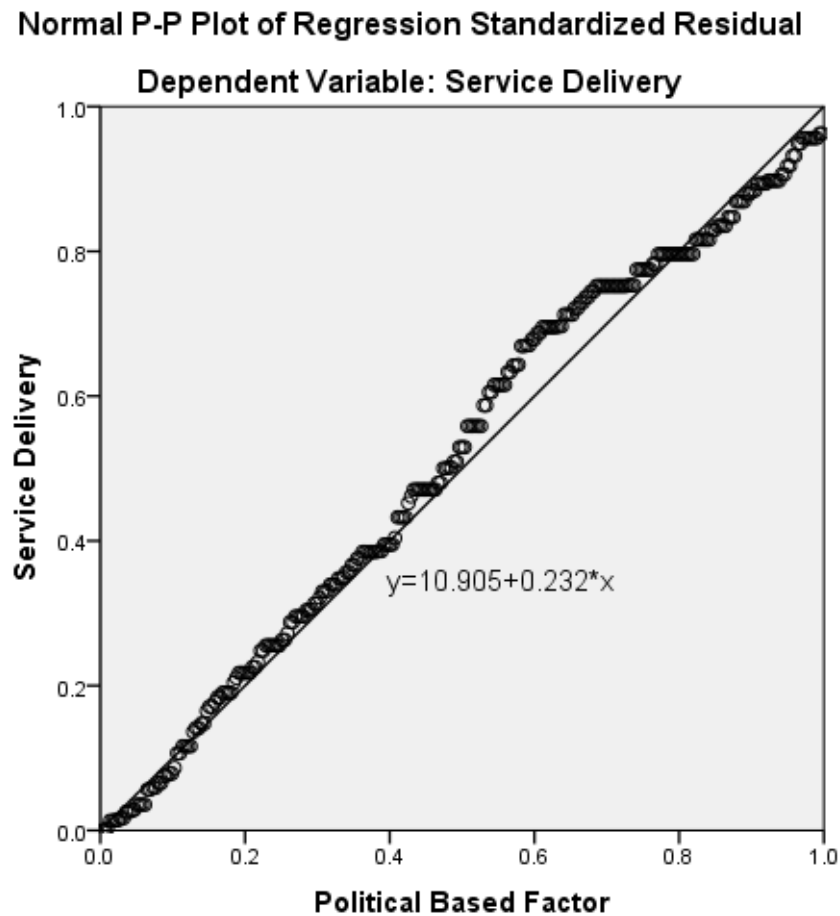
Source: Field Data (2024)

4.8.3.2 Homoscedasticity Between Political Based Factor and Service Delivery

The scatter graph depicted in Figure 4.2 showed that the relationship between political based factors and service delivery among the determinants of geographical labour mobility of selected refugee organizations in Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From the figure 4.2, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. From Figure 4.2, all the points were closer to the linear line indicating that the assumption of homoscedasticity

was not violated. The slope of the line was 0.232X while the intercept constant was negative 10.905 basing on the variables' sum scores.

Fig. 4.2 Homoscedasticity between Political Based Factor and Service Delivery



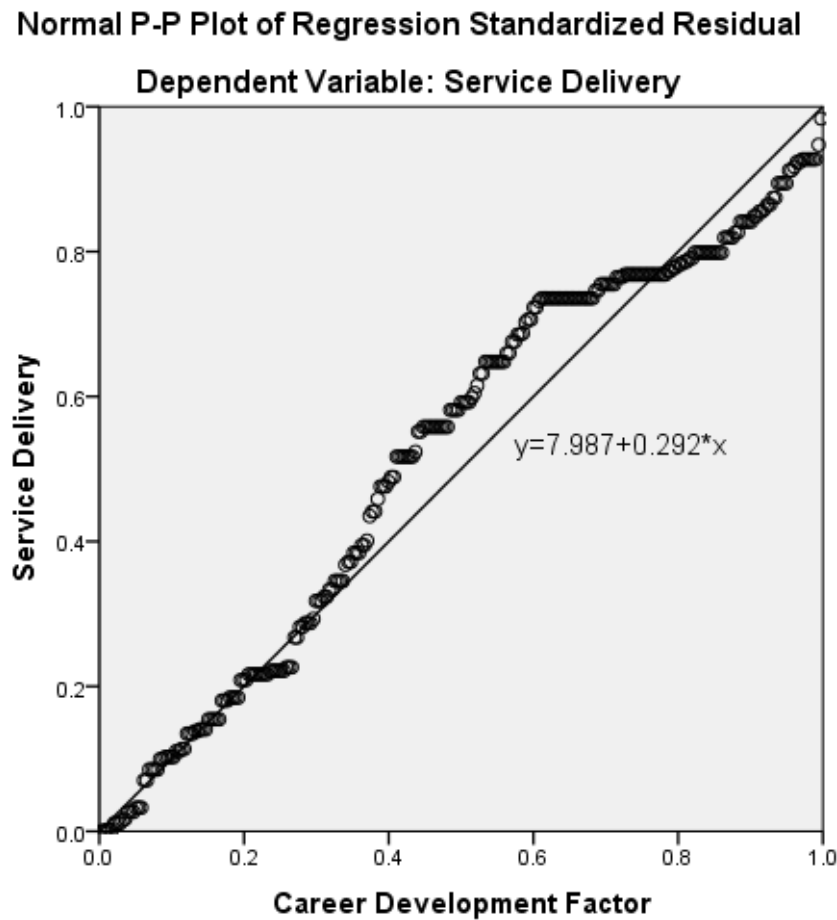
Source: Field Data (2024)

4.8.3.3 Homoscedasticity Between Career Development Factor and Service Delivery

The scatter graph depicted on figure 4.3 showed that the relationship between career development factors and service delivery among the determinants of geographical labour mobility of selected refugee organizations in Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From Figure 4.3, all the points were closer to the

linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line was 0.292X while the intercept constant was negative 7.987 basing on the variables' sum scores.

Fig. 4.3 Homoscedasticity between Career Based Factor and Service Delivery



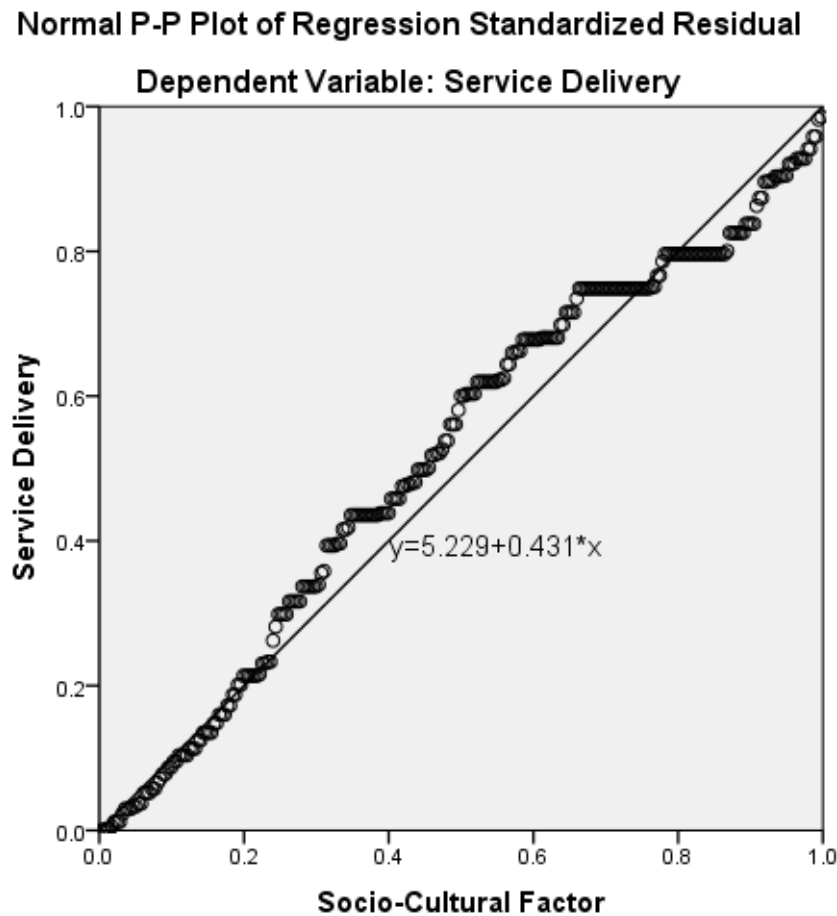
Source: Field Data (2024)

4.8.3.4 Homoscedasticity between Socio-Cultural Factor and Service Delivery

The scatter graph depicted in Figure 4.4 showed that the relationship between socio-cultural factors and service delivery among the determinants of geographical labour mobility of selected refugee organizations in Kenya was homoscedastic. The scatterplot allows for the fitting of the line of best fit along the data values and observing the distribution of the observation along the linear line. From Figure 4.4, all the points were closer to the linear line

indicating that the assumption of homoscedasticity was not violated. From the figure 4.4, all the points were closer to the linear line indicating that the assumption of homoscedasticity was not violated. The slope of the line was 0.431X while the intercept constant was 5.229 basing on the variables' sum scores.

Fig. 4.4 Homoscedasticity between Socio Cultural Factor and Service Delivery



Source: Field Data (2024)

4.8.4 Linearity Tests.

Linearity is an assumption that presupposes that the independent and dependent values in a study have a linear relationship (Mardiatmoko, 2024). In order to test this assumption, the researcher used Analysis of Variance to make inferences on whether the relationships between all the independent variables of the study (reward based, political based, career

development and socio-cultural factors) and the dependent variable (Service delivery) have a linear relationship.

4.8.4.1 Linearity between Reward Based Factor and Service Delivery

From the ANOVA Table 4.18, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between reward-based factor and service delivery. This is indication that the assumption of linearity was also not violated.

Table 4. 12 Linearity for reward-based factor and Service Delivery

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Service Delivery * Reward Based Factors	(Combined)	894.919	22	40.678	4.732	.000
	Linearity	658.816	1	658.816	76.634	.000
	Deviation from Linearity	236.103	21	11.243	1.308	.170
	Between Groups					
	Within Groups	2114.843	246	8.597		
Total		3009.762	268			

Source: Field Data (2024)

4.8.4.2 Linearity between Political Based Factor and Service Delivery

From the ANOVA table 4.19, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between political based factor and service delivery. This is indication that the assumption of linearity was also not violated.

Table 4. 13 Linearity for Political Based Factor and Service Delivery

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
Service Delivery * Political Based Factors	(Combined)	1064.573	21	50.694	6.437	.000
	Linearity	352.382	1	352.382	44.745	.000
	Deviation from Linearity	712.191	20	35.610	4.522	.000
	Between Groups					
	Within Groups	1945.190	247	7.875		
Total		3009.762	268			

Source: Field Data (2024)

4.8.4.3 Linearity between Career Development Factor and Service Delivery

From the ANOVA table 4.20, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between career development factor and service delivery. This is indication that the assumption of linearity was not violated

Table 4. 14 Linearity for Career Progression Factor and Service Delivery

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
Service Delivery * Career Development Factors	Between Groups	(Combined)	1232.461	23	53.585	7.387	.000
		Linearity	872.104	1	872.104	120.219	.000
		Deviation from Linearity	360.357	22	16.380	2.258	.001
	Within Groups	1777.301	245	7.254			
Total			3009.762	268			

Source: Field Data (2024)

4.8.4.4 Linearity between Socio-Cultural Factors and Service Delivery

From the ANOVA Table 4.21, the linearity test has a significance value smaller than 0.05, indicating a linear relationship between socio-cultural factor and service delivery. This is indication that the assumption of linearity was not violated

Table 4. 15 Linearity for Socio-Cultural Factors and Service Delivery

		ANOVA Table					
			Sum of Squares	df	Mean Square	F	Sig.
Service Delivery * Socio Cultural Factors	Between Groups	(Combined)	1355.030	20	67.752	10.154	.000
		Linearity	1017.824	1	1017.824	152.545	.000
		Deviation from Linearity	337.206	19	17.748	2.660	.000
	Within Groups	1654.732	248	6.672			
Total			3009.762	268			

Source: Field Data (2024)

4.9 Inferential Analysis

After the diagnostic tests the study then sought to make inferences with regard to the study objectives. It sought to establish the effects the constructs of the independent variables had on the dependent variable as had been stated in the objectives.

4.9.1 Effect of Reward Based Factors on Service Delivery

The study sought to establish the effect of reward factors on service delivery. To do so, it formulated a null hypothesis that stated:

H₀₁: Reward based factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.

To test this, the study formulated a model

$$SD = \alpha + \beta RF + e$$

Where: SD=Service delivery

α =Constant

β = Slope associated with reward factors

RF= Reward Factors

e=Error term.

The dependent variable was service delivery (SD) while the independent variable was the reward factors (RF). The hypothesis was tested using simple linear regression test. The results are presented on Table 4.16.

Table 4. 16 Simple Regression Model Summary for Reward Based Factors and Service Delivery

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Change Statistics					
					R Change	SquareF Change	df1	df2	Sig. Change	F
1	.468 ^a	.219	.216	2.967	.219	74.823	1	267	.000	

a. Predictors: (Constant), Reward Based Factors

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	658.816	1	658.816	74.823	.000 ^b
1	Residual	2350.946	267	8.805		
	Total	3009.762	268			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Reward Based Factors

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
	(Constant)	10.280	.689		14.924	.000
1	Reward Based Factors	.261	.030	.468	8.650	.000

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

The findings of the study displayed in Table 4.16 demonstrate the independent variable is Reward Based Factors and the dependent variable is Service Delivery. In analyzing the model summary; R (Correlation Coefficient) is 0.468, This represents the strength and direction of the linear relationship between the Reward based factors and the service delivery. An R of 0.468 suggests a moderate positive relationship. The R Square (R²): 0.219, means that 21.9% of the variance in Service Delivery is explained by Reward Based Factors as other factors explain 78.1%. The Adjusted R Square: 0.216 is a modified version R² value, indicating that the model's

performance is robust. Std. Error of the Estimate: 2.967 represents the average distance that the observed values fall from the regression line. Smaller values indicate a better fit.

ANOVA results explain the explanatory power of the model was significant ($F(1,267)=74.823$, $p < 0.001$), indicating that the model is statistically significant, meaning that the predictors do a good job of explaining the variance in Service Delivery. On the coefficients results, Reward Based Factors had a B: 0.261 which is the slope coefficient for Reward Based Factors. For each unit increase in Reward Based Factors, Service Delivery is expected to increase by 0.261 units. The standard error of the slope coefficient is Std. Error: 0.030 Beta (Standardized Coefficient) =0.468. This standardized coefficient indicates the strength of the relationship in standard deviation units. A Beta of 0.468 suggests a moderate effect size.

Therefore, the regression model shows that Reward Based Factors have a moderate positive effect on Service Delivery. The model explains about 21.9% of the variance in Service Delivery, and the relationship between Reward Based Factors and Service Delivery is statistically significant. The p-value is less than 0.001, indicating that the coefficient for Reward Based Factors is significantly different from zero and thus a significant predictor of Service Delivery.

Based on the results the simple regression analysis model will be:

$$SD = \alpha + \beta RF + e$$

$$SD = 10.280 + 0.261RF + e$$

The findings align with previous literature that underscores the importance of reward-based factors in enhancing service delivery. For instance, Ugochukwu, (2021) asserts that reward factors form part of the most important influencers of performance and service delivery as it was a way of appreciating good performers. Performance, just like reward was very crucial because the employees expect high level of reward when they achieve a high-level

performance (Nurul, Sabiroh, & Eliy, 2021) meaning there is a correlation between rewards and service delivery.

The results of this study thus reinforce the notion that organizations that invest in effective reward-based structures are likely to see significant improvements in service delivery.

4.9.2 Effect of Political Based Factors on Service Delivery

The study sought to establish the effect of political based factors on service delivery. To do so it formulated a null hypothesis that stated:

H₀₂: Political based factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.

To test this, the study formulated a model:

$$SD = \alpha + \beta PF + e$$

Where: SD=Service delivery

α =Constant

β = Slope associated with political based factors

RF= Political based Factors

e=Error term.

The dependent variable was service delivery (SD) while the independent variable was the political based factors (PF). The hypothesis was tested using simple linear regression test. The results are presented in Table 4.17.

Table 4. 17 Simple Regression Model Summary for Political Based Factors and Service Delivery

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	.342 ^a	.117	.114	3.155	.117	35.406	1	267	.000
a. Predictors: (Constant), Political Based Factors									
ANOVA^a									
Model		Sum of Squares	Df	Mean Square	F			Sig.	
1	Regression	352.382	1	352.382	35.406			.000 ^b	
	Residual	2657.380	267	9.953					
	Total	3009.762	268						
a. Dependent Variable: Service Delivery									
b. Predictors: (Constant), Political Based Factors									
Coefficients^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t			Sig.	
		B	Std. Error	Beta					
1	(Constant)	10.905	.882		12.357			.000	
	Political Based Factors	.232	.039	.342	5.950			.000	
a. Dependent Variable: Service Delivery									

Source: Field Data (2024)

Model summary explains the R (Correlation Coefficient): 0.342 This value indicates a weak to moderate positive relationship between Political Based Factors and the dependent variable, Service Delivery. It suggests that there is some level of correlation between these factors, though it's not very strong. R-Square: 0.117, meaning that the model explains 11.7% of the variance in Service Delivery. This is a relatively low proportion, indicating that the model captures a modest amount of the variability in the outcome variable. Adjusted R-Square: 0.114 value adjusts the R-Square to account for the number of predictors in the model. The Adjusted R-Square of 0.114 suggests that even after adjusting for the number of predictors, the model explains about 11.4% of the variance in Service Delivery. Standard Error of the Estimate: 3.155 represents the average distance that the observed values of Service Delivery fall from the values predicted by the model.

Change Statistics presents R-Square Change: 0.117 which indicates the proportion of variance in Service Delivery explained by adding Political Based Factors to the model. The F Change: 35.406 indicates how much the model improves with the inclusion of Political Based Factors compared to a baseline model without predictors. The Degrees of Freedom (df1): 1 and (df2): 267.

ANOVA results are as follows: The results explain the explanatory power of the model was significant ($F(1,267)=35.406, p<0.05$). Regression Sum of Squares: 352.382 which represents the amount of variance in Service Delivery explained by Political Based Factors. Residual Sum of Squares: 2657.380. This denotes the variance in Service Delivery that remains unexplained by the model (i.e., the error). The Total Sum of Squares is 3009.762, representing the total variance in the dependent variable (Service Delivery). The Mean Square (Regression) is 352.382, indicating the average variance elucidated by the predictor in the model. The F-Statistic value is 35.406, indicating the extent to which Political Based Factors account for the variance in Service Delivery compared to the residual variance. The F-statistic indicates that the model is well-suited.

Coefficients of Constant results show Unstandardized Coefficient (B): 10.905 This representing the baseline level of Service Delivery when Political Based Factors are zero. (Standard Error: 0.882, t-Statistic: 12.357). The results on Political Based Factors show Unstandardized Coefficient (B): 0.232 meaning for each one-unit increase in Political Based Factors, Service Delivery is expected to increase by 0.232 units with a standard error of 0.039 and Standardized Coefficient (Beta): 0.342, which measures the strength of the relationship between Political Based Factors and Service Delivery in standardized terms. A Beta of 0.342 indicates a moderate effect, with t-Statistic: 5.950 and Significance (Sig.): 0.000.

In Summary, the model including Political Based Factors explains about 11.7% of the variability in Service Delivery, which is relatively modest. However, the statistical significance of the F-test indicates that this proportion is not due to random chance. The results show that Political Based Factors have a statistically significant positive effect on Service Delivery, though the effect size is moderate.

Based on the results the simple regression analysis model will be:

$$SD = \alpha + \beta PF + e$$

$$SD = 10.905 + 0.117PF + e$$

The results correspond with prior work emphasizing the significance of politically based elements in improving service delivery, such as Atiku, Kurana, and Ganiyu (2023); Mbandlwa, Dorasamy, and Fagbadebo (2020); and Kidron and Peretz (2018). Maslyn, Farmer, and Bettenhausen (2017) believe that politics and power are critical components of an organization that consistently garner attention due to their influence on organizational goals and objectives. Can (2020) asserts that politics are inherent to all social entities, including organizations. The diversity of personality among individuals in organizations significantly influences political behaviors, which are contingent upon employees' perceptions of power and politics within the organization. It was evident that each firm possesses a distinct working environment and methodology for accomplishing tasks. A result of political behavior was the establishment of a political environment that employees take into account when shaping their future attitudes and behaviors. (Ilias & Ioannis, 2018)

The results of this study thus reinforce the notion that organizations that invest in effective political based are likely to see significant improvements in service delivery.

4.9.3 Effect of Career Progression Factors on Service Delivery

The study sought to establish the effect of career-based factors on service delivery. To do so it formulated a null hypothesis that stated:

Ho3: Career progression factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.

To test this the study formulated a model:

$$SD = \alpha + \beta CF + e$$

Where: SD=Service delivery

α =Constant

β = Slope associated with Career progression factors

CF= Career Progression Factors

e=Error term.

The dependent variable was service delivery (SD) while the independent variable was the career progression factors (CF). The hypothesis was tested using simple linear regression test.

The results are presented on table 4.13.

Table 4. 18 Simple Regression Model Summary for Career Progression Factors and Service Delivery

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.538 ^a	.290	.287	2.830	.290	108.928	1	267	.000

a. Predictors: (Constant), Career Development Factors

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	872.104	1	872.104	108.928	.000 ^b
	Residual	2137.659	267	8.006		
	Total	3009.762	268			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Career Development Factors

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

	(Constant)	7.987	.790		10.115	.000
1	Career Development Factors	.292	.028	.538	10.437	.000

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

The model summary as per Table 4.18 shows an R (Correlation Coefficient): 0.538. This indicates a moderate to strong positive correlation between the predictor (Career Development Factors) and the dependent variable (Service Delivery). It suggests that as Career Development Factors increase, Service Delivery tends to improve. The R-Square is 0.290, meaning 29.0% of the variance in Service Delivery can be explained by the Career Development Factors. This is a relatively substantial proportion, indicating a good level of explanatory power. Adjusted R-Squared: 0.287 indicates that the model remains relatively effective despite the inclusion of many predictors. The Standard Error of the Estimate is 2.830. This value denotes the mean distance of the observed values from the regression line. It quantifies the precision of the model's predictions.

Change Statistics explain the R-Square Change at 0.290, indicating the proportion of variance explained by adding the predictor (Career Development Factors) to the model. The F Change is 108.928, with degrees of freedom (df1) being 1 for regression model and (df2) being 267 residuals (or error term). ANOVA results from the table can be explained as follows: The results explain the explanatory power of the model was significant (F (1,267)=108.928, $p < 0.05$). Regression Sum of Squares stood at 872.104 representing the variance explained by the model (Career Development Factors). Residual Sum of Squares is 2137.659, which represents the variance not explained by the model (i.e., the error or unexplained variance). The Total Sum of Squares is 3009.762 which is the total variance in the dependent variable (Service Delivery). Mean Square (Regression) is 872.104 which is the average variance explained by each predictor in the model. The F-Statistic value is 108.928 which is a measure

of how well the model explains the variance in the dependent variable relative to the residual variance. A high F-statistic indicates that the model provides a good fit.

The coefficients results obtained for the constant were: Unstandardized Coefficient (B): 7.987, Standard Error: 0.790, t-Statistic: 10.115. The constant term represents the baseline value of Service Delivery when Career Development Factors are zero. The high t-value and low p-value indicate that the constant is significantly different from zero. The coefficient results on Career Development Factors indicate Unstandardized Coefficient (B) of 0.292 meaning that for each one-unit increase in Career Development Factors, Service Delivery is expected to increase by 0.292 units. The Standard Error is 0.028, with a Standardized Coefficient (Beta) value of 0.538 representing the strength of the relationship between Career Development Factors and Service Delivery in standardized term (t-Statistic: 10.437 and Significance (Sig.): 0.000) which indicates that the relationship between Career Development Factors and Service Delivery is statistically significant.

In summary, the model shows that Career Development Factors have a significant and positive effect on Service Delivery, explaining about 29.0% of the variance in service delivery. The high F-statistic and significant p-value confirm that the model is effective and that the predictors included (Career Development Factors) are important in explaining changes in Service Delivery. The coefficients suggest that improvements in Career Development Factors are associated with increases in Service Delivery. Hence, at a 0.05 level of significance, the null hypothesis of the study is rejected and the alternative affirmed.

Based on the results the simple regression analysis model will be:

$$SD = \alpha + \beta CPF + e$$

$$SD = 7.987 + 0.290 CPF + e$$

The findings align with previous literature conducted by Tabiu and Nura (2020); Mugaa et al. (2018); Menschya (2023) and Passmore and Woodward (2023) whose study findings underscore the positive correlation between career development factors and enhanced organizational performance, particularly in service-oriented sectors. Noe (2002) and Khadijetou, (2016) highlight that career development programs when aligned to organizational objectives not only improve individual competencies but also lead to greater organizational efficiency and effectiveness, hence improved service delivery.

Therefore, organizations that prioritize career development are likely to see significant improvements in the quality and efficiency of their service delivery.

4.9.4 Effect of Socio-Cultural Factors on Service Delivery

The study sought to establish the effect of socio-cultural factors on service delivery. To do so it formulated a null hypothesis that stated:

H₀₄: Socio Cultural factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.

To test this the study formulated a model:

$$SD = \alpha + \beta SCF + e$$

Where: SD=Service delivery

α =Constant

β = Slope associated with socio cultural factors

SCF= Socio Cultural Factors

e=Error term.

The dependent variable was service delivery (SD) while the independent variable was the Socio-Cultural Factors (SCF). The hypothesis was tested using simple linear regression test.

The results are presented in Table 4.14.

Table 4. 19 Simple Regression Model Summary for Socio Cultural Factors and Service Delivery

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.582 ^a	.338	.336	2.731	.338	136.429	1	267	.000

a. Predictors: (Constant), Socio Cultural Factors

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1017.824	1	1017.824	136.429	.000 ^b
	Residual	1991.938	267	7.460		
	Total	3009.762	268			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Socio Cultural Factors

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	5.229	.940		5.565	.000
	Socio Cultural Factors	.431	.037	.582	11.680	.000

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

The model summary explains that the R (Correlation Coefficient): 0.582 indicates a moderate to strong positive correlation between Socio-Cultural Factors and Service Delivery. An R-Square of 0.338 in this study means that 33.8% of the variance in Service Delivery is explained by Socio-Cultural Factors as other factors account for 66.2%. This is a substantial proportion, suggesting that the model has a good level of explanatory power. The adjusted R-Square is 0.336 confirms that the model remains relatively effective even after accounting for the number of predictors included. The Standard Error of the Estimate is 2.731 which is a measure of the accuracy of predictions made by the model.

In discussing the Change Statistics: R-Square Change: 0.338 indicates that adding Socio-Cultural Factors to the model explains 33.8% of the variance in Service Delivery with an F Change of 136.429. This statistic measures the improvement in the model fit due to the inclusion of Socio-Cultural Factors compared to a model with no predictors. The Degrees of Freedom (df1) is 1 for regression model and corresponds to the number of predictors in the model while (df2): for residuals 267 corresponds to the number of observations minus the number of predictors minus one.

ANOVA results show that the results explain the explanatory power of the model was significant ($F(1,267)=136.429$, $p<0.05$). Regression Sum of Squares is 1017.824 which represents the variance explained by the model (Socio-Cultural Factors), Residual Sum of Squares value is 1991.938 which represents the variance not explained by the model (i.e., the error or unexplained variance). The Total Sum of Squares is 3009.762 which represents the total variance in the dependent variable (Service Delivery). The Mean Square (Regression) is 1017.824 which shows the average variance explained by the predictor in the model. The F-Statistic value of 136.429 indicates that the model is a good fit.

The results of coefficients on constant indicates Unstandardized Coefficient (B) value of 5.229 which represents the baseline value of Service Delivery when Socio Cultural Factors are zero. (Standard Error: 0.940, t-Statistic: 5.565). The coefficient results on Socio Cultural Factors indicates Unstandardized Coefficient (B) value of 0.431 implying that for each one-unit increase in Socio Cultural Factors, Service Delivery is expected to increase by 0.431 units with a standard error of 0.037, and Standardized Coefficient (Beta) value of 0.582 representing the strength of the relationship between Socio-Cultural Factors and Service Delivery in standardized terms. A Beta of 0.582 indicates a strong impact. The t-Statistic value of 11.680 and Significance (Sig.) of 0.000 presents that the relationship between Socio Cultural Factors and Service Delivery is statistically significant.

In summary, the results show that the model including Socio-Cultural Factors explains 33.8% of the variance in Service Delivery, which is a substantial amount. The model is statistically significant, with a high F-statistic and a p-value indicating that the observed relationship is unlikely to be due to random chance. The coefficients show that Socio-Cultural Factors have a positive and significant impact on Service Delivery, suggesting that improvements in Socio-Cultural Factors are associated with better Service Delivery outcomes. Hence, at a 0.05 level of significance, the null hypothesis of the study is rejected and the alternative affirmed.

Based on the results the simple regression analysis model will be:

$$SD = \alpha + \beta SCF + e$$

$$SD = 5.229 + 0.338 SCF + e$$

The findings align with existing literature conducted by Sadiku (2022); Taras et al (2021) and Wang et al. (2020) approving that there is a positive correlation between socio cultural factors and service delivery by highlighting that the socio-cultural factors, including societal norms, values, and beliefs, play a crucial role in determining how services are perceived and delivered within different cultural settings. Further, Thomas, Ishmail and Michael, (2020) assert that, the right blend of an excellent organization service orientation and culture create competitive advantages to the organization. Therefore, organizations that prioritize socio cultural factors from within and outside the organization are likely to experience quality and efficiency of their service delivery.

4.9.5. Effect of Geographical Labour Mobility on Service Delivery. – Multiple Regression Analysis.

The study sought to establish the effect of geographical labour mobility on service delivery. The study identified reward-based factors, political based factors, career progression factors and socio-cultural factors from reviewed literature as constructs of the independent variable, geographical labour mobility. The independent variable (GLM) was then subjected to

multiple regression analysis test to establish its effects on service delivery (SD) which was the dependent variable.

The study formulated a multiple regression analysis model.

The generic multiple regression equation model given was as shown:

$$SD = \alpha + \beta_1 RF + \beta_2 PF + \beta_3 CPF + \beta_4 SCF + e$$

Where:

SD= Service Delivery

α = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Slopes associated with Geographical labour mobility factors

RF= Reward Based Factors

PF= Political Factors

CPF= Career Progression Factors

SCF= Socio Cultural Factors

e= error Term

The dependent variable identified in this study was Service Delivery, whereas the Independent Variable encompassed Geographical Labour Mobility factors, including Reward-based, Political-based, Career progression, and Socio-Cultural factors. The model underwent evaluation through multiple regression analysis, with findings detailed in Table 4.19. Table 4.19 illustrates the extent of change observed in the dependent variable (service delivery) as anticipated by the independent variables (reward-based factors, political-based factors, career development factors, and socio-cultural factors). The multiple regression yielded a R value of 0.672 and an R² of 0.452, indicating that 45.2 percent of the observed variations in service delivery can be accounted for by the factors influencing geographical labour mobility. Furthermore, the adjusted R square (.444) aims to offer a more accurate estimation of the R squared value for the entire population of the study, standing at 44.4%. The summary of the multiple regression model (ANOVA) is also presented in Table 4.19. The findings indicate that the model is both valid and effective in elucidating the service delivery mechanisms of specific refugee organizations in Kenya (P=0.000). The values

presented effectively illustrate that the model appropriately accounts for the variations in the dependent variable (service delivery) due to alterations in the predictor variable (Geographical Labour Mobility).

Table 4. 20 Multiple Regression results of effects of geographical Labour Mobility on Service Delivery

Model Summary^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Change	Square	F Change	df1	df2	Sig. F Change
1	.672 ^a	.452	.444	2.500	.452	54.413	4	264	.000	

a. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors

b. Dependent Variable: Service Delivery

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1360.072	4	340.018	54.413	.000 ^b
	Residual	1649.691	264	6.249		
	Total	3009.762	268			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.944	1.015		1.915	.057
	Reward Based Factors	.060	.034	.108	1.776	.077
	Political Based Factors	.091	.036	.134	2.528	.012
	Career Development Factors	.145	.032	.267	4.590	.000
	Socio Cultural Factors	.270	.040	.364	6.674	.000

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

The coefficients for the factors influencing geographical labor mobility are displayed in Table 4.19. The initial column emphasizes the unstandardized coefficients (B) for the four independent variables: Reward-Based Factors, Political-Based Factors, Career Development Factors, and Socio-Cultural Factors, which are .060, .091, .145, and .270, respectively. In addition, the coefficients' p values show that the socio-cultural, career development, reward-

based, and political-based factors all have a substantial impact on the selection of refugee groups in Kenya and their ability to provide services. A one-unit increase in Reward-Based Factors enhances service delivery by 0.060 units, while a one-unit increase in Political-Based Factors elevates service delivery by 0.091 units. Furthermore, a one-unit increase in Career Development Factors boosts service delivery by 0.145 units, and a one-unit increase in Socio-Cultural Factors amplifies service delivery by 0.270 units. Clearly, of the four criteria, Socio-Cultural Factors is the paramount element necessary for the effective service delivery of refugee groups in Kenya. Let SD represent service delivery, RF denote reward-based variables, PF signify political-based elements, CPF indicate career progression factors, and SCF refer to socio-cultural factors. Utilizing the regression coefficients from Table 4.38, the study presents the following model.

$$SD=1.944 + 0.060*(RF)+ 0.091*(PF)+0.145*(CPF)+0.270*(SCF)+e$$

The analysis reveals that socio-cultural factors and career development factors exhibit a more pronounced influence in predictive modeling, as evidenced by their respective p values, both of which are below the threshold of 0.05 (socio-cultural factors p value = 0.000, career development factor p value = 0.000). The findings indicate that an enhancement in geographical labour mobility by refugee organizations would lead to a corresponding improvement in service delivery, as evidenced by the Beta values of each predictor variable. The study successfully achieves its objectives and refutes the null hypothesis, which posits that geographical labor mobility does not significantly influence the service delivery of selected refugee organizations in Kenya, with the exception of the reward-based factor.

4.9.6 Hierarchical Regression- Moderating Effect of Perceived Organizational Support on the Relationship Between Geographical Labour Mobility and Service Delivery

Investigating a moderating relationship within the framework of hierarchical regression necessitates an analysis of how the interplay between a predictor variable and a potential moderator influences the outcome variable. This step is essential due to the necessity of regulating geographical labor mobility and its impact on service delivery.

Table 4. 21 Hierarchical Regression Model Summary

Model Summary^d

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Change Statistics					
					R Change	SquareF Change	df1	df2	Sig. Change	F
1	.672 ^a	.452	.444	2.500	.452	54.413	4	264	.000	
2	.726 ^b	.526	.517	2.328	.075	41.436	1	263	.000	
3	.743 ^c	.552	.536	2.282	.025	3.640	4	259	.007	

a. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors

b. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors, Perceived_organizational_Support

c. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors, Perceived_organizational_Support, RewardPsupport, CareerPsupport, SocioPsupport, PoliticaPsupport

d. Dependent Variable: Service Delivery

Source: Field Data (2024)

Model one exhibited a significant R-squared value of 0.452, suggesting that the determinants of geographical labor mobility explain 45.2% of the variations in service delivery. Furthermore, the findings indicated a robust positive correlation between the factors influencing geographical labor mobility and the efficacy of service delivery, evidenced by a r value of 0.672.

The findings illustrated in Table 4.21 for model 2 reveal that the inclusion of perceived organizational support as a moderating variable resulted in a noteworthy correlation between the predictor variables—namely reward-based factors, political factors, career development, and socio-cultural factors—and the outcome variable of service delivery. The relationship exhibited a r value of 0.743, accompanied by a p value that fell below the threshold of 0.05. The R-squared value exhibited an increase from 0.452 in model 1 to 0.526 in model 2, indicating a rise of 0.074. The results indicate that model 2 accounts for the variation in service delivery with greater efficacy, rising from 45.2% to 52.6% as a result of the impact of perceived organizational support.

The concluding model, model 3, investigated the moderating influence of perceived organizational support on the relationship between the factors influencing geographical labor mobility and service delivery within specific refugee organizations in Kenya. This model encompassed all interaction terms, integrating the predictor variables—reward-based factors, political factors, career development, and socio-cultural factors—alongside the moderating variable of perceived organizational support. The R-squared value increased from 0.526 to 0.552. The findings demonstrated that perceived organizational support has a significant and positive impact on the relationship between the factors influencing geographical labor mobility and service delivery, as evidenced by an R -value of 0.743, an R-squared value of 0.552, and a p -value below 0.05. The results indicate that, when considering perceived organizational support, the factors influencing geographical labor mobility account for 55.2% of the variance in service delivery, with the model demonstrating statistical significance at a p -value below 0.05.

The hierarchical regression analysis reveals that the connection between the factors influencing geographical labor mobility and service delivery is enhanced by incorporating perceived organizational support as a moderating variable. Moreover, the results reveal a significant positive correlation, evidenced by an R -value of 0.743 and a p -value that is less

than 0.05. As a result, the research indicates that perceived organizational support significantly moderates the relationship between the factors influencing geographical labor mobility and the effectiveness of service delivery.

Table 4. 22 ANOVA Table for the Hierarchical regression (with Moderator)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1360.072	4	340.018	54.413	.000 ^b
	Residual	1649.691	264	6.249		
	Total	3009.762	268			
2	Regression	1584.607	5	316.921	58.485	.000 ^c
	Residual	1425.155	263	5.419		
	Total	3009.762	268			
3	Regression	1660.461	9	184.496	35.414	.000 ^d
	Residual	1349.301	259	5.210		
	Total	3009.762	268			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors

c. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors, Perceived_organizational_Support

d. Predictors: (Constant), Socio Cultural Factors, Political Based Factors, Career Development Factors, Reward Based Factors, Perceived_organizational_Support, RewardPsupport, CareerPsupport, SocioPsupport, PoliticaPsupport

Source: Field Data (2024)

The results illustrated in Table 4.22, at a 5% significance level, reveal that the independent variables (reward-based factor, political-based factor, career development, and socio-cultural

factors) serve as significant predictors of service delivery, as evidenced by an F-value of 54.413 and a significance value of 0.000, with a p-value less than 0.05. According to Cohen (1988), models with an eta square closer to 1 in ANOVA findings are more likely to have significant practical consequences. The eta square for model 1 is 0.452 (45.2%), suggesting that model 1 possesses significant practical implications.

The results presented in Table 4.22, evaluated at a 5% significance level, reveal that the independent variables—namely, reward-based factors, political factors, career development, and socio-cultural factors—alongside the moderating variable of perceived organizational support, serve as significant predictors of service delivery. This is evidenced by an F-value of 35.414 and a significance value of 0.000, with a p-value below 0.05. According to Cohen (1988), models with an eta square closer to 1 in ANOVA findings are more likely to have significant practical consequences. The eta square for model 3 is 0.552 (55.2%), suggesting that model 3 possesses significant practical implications.

Table 4. 23 Standardized and Unstandardized Coefficients for Hierarchical Regression

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.944	1.015		1.915	.057
	Reward Based Factors	.060	.034	.108	1.776	.077
	Political Based Factors	.091	.036	.134	2.528	.012
	Career Development Factors	.145	.032	.267	4.590	.000
	Socio Cultural Factors	.270	.040	.364	6.674	.000
2	(Constant)	1.893	.946		2.002	.046
	Reward Based Factors	.061	.032	.109	1.917	.056
	Political Based Factors	.054	.034	.080	1.604	.110

	Career Development Factors	.056	.033	.103	1.725	.086
	Socio Cultural Factors	.201	.039	.271	5.130	.000
	Perceived_organizational_Support	.216	.034	.367	6.437	.000
<hr/>						
	(Constant)	13.326	3.461		3.850	.000
3	Reward Based Factors	.017	.140	.031	.122	.903
	Political Based Factors	-.003	.156	-.004	-.017	.986
	Career Development Factors	-.094	.108	-.172	-.862	.389
	Socio Cultural Factors	-.043	.120	-.057	-.355	.723
	Perceived_organizational_Support	-.307	.150	-.520	-2.048	.042
	RewardPsupport	.002	.006	.107	.280	.779
	PoliticaPsupport	.002	.007	.094	.247	.805
	CareerPsupport	.006	.004	.471	1.372	.171
	SocioPsupport	.012	.006	.763	2.139	.033

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

Table 4.23 shows the unstandardized and standardized coefficients for model 2's hierarchical regression analysis. This demonstrates that the beta values for the mean-centered independent variables (political, professional, and socio-cultural aspects) and perceived organizational support were negative. However, the reward-based component and perceived organizational support contributed more positively to service delivery.

According to Model 3 in Table 4.23, perceived organizational support ($P=0.042<0.05$) significantly predicts service delivery. The interaction between perceived organizational support and independent variables, such as reward-based factor ($P=0.779>0.05$), political-based factor ($P=0.805>0.05$), and career development factor ($P=0.171>0.05$), are not significant contributors to service delivery, except for the socio-cultural factor ($p=0.033<0.05$).

Thus, the data from table 4.23 above lead to a hierarchical regression model, which can be shown as follows:

$$Y = 13.326 + 0.017X_1 - 0.003X_2 - 0.094X_3 - 0.043X_4 - 0.307X_5 + 0.002X_1 * X_5 + 0.002X_2 * X_5 + 0.006X_3 * X_5 + 0.012X_4 * X_5 + e$$

The findings from the hierarchical regression analysis (Model 3) reveal several key insights regarding the determinants of service delivery in the context of perceived organizational support. The model indicates that perceived organizational support is a significant predictor of service delivery ($B = -0.307$, $p = 0.042$), suggesting that higher perceived organizational support is associated with lower service delivery outcomes, which may reflect complex organizational dynamics. However, the interaction between perceived organizational support and most of the independent variables, including reward-based factors, political-based factors, and career development factors, were not significant, except for the interaction with socio-cultural factors ($B = 0.012$, $p = 0.033$).

The significant negative effect of perceived organizational support on service delivery contradicts findings by Lee and Park (2020), who reported that higher levels of organizational support generally led to improved employee performance and service delivery. Their research in the technology sector suggested that when employees feel supported, they are more likely to deliver better services, contributing positively to organizational outcomes. Similarly, the non-significant interaction between perceived organizational support and reward-based factors ($p = 0.779$) contrasts with the findings of Johnson and Wang (2021), who found that the combination of strong reward systems and organizational support significantly boosts employee performance, particularly in service-oriented roles. This suggests that the

anticipated synergistic effect of rewards and support may not be universal and could depend on specific organizational contexts or sectors.

In terms of career development factors, the non-significant interaction with perceived organizational support ($p = 0.171$) also stands in contrast to findings by Garcia and Liu (2019), who emphasized that career development opportunities are more effective in enhancing service delivery when supported by organizational backing. Their study highlighted the importance of providing clear pathways for career advancement alongside organizational support to maximize service delivery outcomes. Conversely, the significant interaction between socio-cultural factors and POS ($p = 0.033$) aligns with the findings of Kim and Lee (2019), who demonstrated that socio-cultural alignment, supported by strong organizational backing, leads to better service outcomes. Their research in the healthcare industry showed that understanding and integrating socio-cultural contexts into organizational support frameworks significantly improves service delivery.

Finally, the findings related to political-based factors contradict Choi and Lee (2022), who suggested that the interaction between political dynamics and organizational support can either positively or negatively influence service outcomes, depending on the nature of the political environment. In their study, organizational support was found to be a crucial buffer against the potential negative effects of internal politics on service delivery. The results suggest a complex and context-dependent relationship between perceived organizational support and service delivery, with socio-cultural factors emerging as a significant moderator. These findings provide valuable insights into the dynamics of organizational support, challenging some established perspectives while aligning with others, particularly in relation to socio-cultural considerations in service delivery.

4.10 Hypothesis Testing Results

4.10.1 General Multiple Linear Regression Results

The findings presented in the ANOVA tests analysis in the table 4.23 indicated that in the model for this study, the predictor variable namely, socio-cultural factor, career development and political based factor are important in predicting of service delivery while reward-based factor is not a good predictor for service delivery according to the findings. The ANOVA test produced an F value of 54.413 and significance value 0.000 which is less than $P = 0.05$. This implies that the model was statistically significant and that the variable significantly impacted service delivery. Therefore, the study rejected the null hypothesis which stated that H02: Political Factors do not have a significant effect on service delivery of selected refugee organizations in Kenya, Ho3: Career progression factors do not have a significant effect on service delivery of selected refugee organizations in Kenya and Ho4: Socio-cultural factors do not have a significant effect on service delivery of selected Refugee organizations in Kenya respectively while the study failed to reject the Ho1: Reward factors do not have a significant effect on service delivery of selected refugee organizations in Kenya. Lastly the study rejects the null hypothesis for the moderator Ho5: Perceived organizational support has no significant moderating effect on the relationship between geographical labour mobility and service delivery of selected refugee organizations in Kenya.

Table 4.24 Summary of Hypothesis Testing

Hypothesis		P value	Decision
H01: Reward factors do not have a significant effect on service delivery of selected refugee organizations in Kenya.	$H_{01} = \mu_1$	0.077	Failed to reject
H02: Political Factors do not	$H_{02} = \mu_2$	0.012	Rejected

have a significant effect on service delivery of selected refugee organizations in Kenya

H03: Career progression factors do not have a significant effect on service delivery of selected refugee organizations in Kenya. $H_{03} = \mu_3$.000 Rejected

H04: Socio-cultural factors do not have a significant effect on service delivery of selected Refugee organizations in Kenya. $H_{04} = \mu_4$ = 0.000 Rejected

Source: Field Data (2024)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The study sought to develop a model of service delivery of selected refugee organizations in Kenya from the determinants of geographical labour mobility. However, several studies show that service delivery of selected refugee organizations enables refugees to adapt quickly to changes within their environment, there is still no consensus about the true influence of determinants of geographical labour mobility on service delivery for refugees in the public sector, specifically in the selected refugee organizations in Kenya.

The findings from this study are intended to regress service delivery on reward-based factor, political based factor, career development and socio-cultural factors. Additionally, the study introduced a moderating variable to investigate its effect on the relationship between determinants of geographical labour mobility and service delivery.

The demographic information that is reported in chapter four indicated that among the 269 respondents, the majority of the respondents 82(30.5%) were from Rwanda, followed by Congo with 78 (29.0%), 42 (15.6%) from Kenya, South Sudan 40(14.9%), Somalia 19(7.1%), Ethiopia & Burundi each 3(1.1%) and finally 2 (0.7%) from Uganda. The majority of the respondents 125 (46.5%) were in the middle level of management, followed by 122 (45.4%) who were unspecified level of management and 22 (8.1%) who were top level management. Finally, the majority of the respondents 127 (47.2%) had worked at the organization between 6-10 years, followed 72 (26.8%) who had worked between 1 to 5

years, 38(14.1%) had worked below 1 year, 11-15 years 28 (10.4%) and lastly were 4(1.5%) that had worked for more than 15 years.

The findings of the study were guided by the objectives of the study and summarized as below:

5.1.1 Effects of Reward-based Factor on Service Delivery in Selected Refugee Organizations in Kenya

The analysis reveals that reward-based factors, with a coefficient of $B=0.060$ and a p-value of 0.077 , have a positive but statistically non-significant impact on service delivery within selected refugee organizations in Kenya. Although the direction of the relationship suggests that increased rewards could improve service delivery, the lack of statistical significance implies that this factor alone may not be a strong predictor of service outcomes. This result indicates that while reward-based factors play a role, their influence is not robust enough to be considered a primary driver of service delivery improvements.

5.1.2 Effects of Political Based Factor on Service Delivery in Selected Refugee Organization in Kenya

Political-based factors show a significant positive effect on service delivery, with a coefficient of $B=0.091$ and a p-value of 0.012 . This finding highlights that favorable political conditions and stability contribute positively to the effectiveness of service delivery in refugee organizations. The positive coefficient suggests that as political-based factors improve, service delivery is likely to be enhanced. This result underscores the importance of political stability and supportive governance in facilitating effective service delivery.

5.1.3 Effect of Career Progression Factors on Service Delivery in Selected Refugee Organization in Kenya

Career development factors have a substantial and statistically significant positive effect on service delivery, with a coefficient of $B=0.145$ and a p-value of 0.000 . This finding demonstrates that career advancement opportunities for employees are crucial for

improving service delivery outcomes. The positive relationship indicates that organizations that offer clear career progression and development opportunities are likely to see better service delivery. This result underscores the value of investing in employees' career growth to enhance overall organizational performance. The multiple regression model of this study explains 45.2% of the variation in service delivery.

5.1.4 Effect of Socio-Cultural Factor on Service Delivery in Selected Refugee Organization in Kenya

Socio-cultural factors exhibit the strongest positive impact on service delivery among the predictors, with a coefficient of $B=0.270$ and a p-value of 0.000. This finding indicates that socio-cultural alignment and understanding are critical for improving service delivery within refugee organizations. The significant positive coefficient suggests that integrating socio-cultural considerations into organizational practices leads to better service outcomes. This result emphasizes the importance of addressing cultural and social contexts to enhance the effectiveness of service delivery.

5.1.5 Effect of Perceived Organizational Support on the Relationship Between Determinants of Geographical Labor Mobility and Service Delivery in Selected Refugee Organizations in Kenya

In the study of determinants of geographical labor mobility, perceived organizational support, and service delivery in selected refugee organizations in Kenya, the findings reveal a nuanced interplay between perceived organizational support and the various factors influencing service delivery. Reward-based factors, while contributing positively to service delivery, are not a primary driver on their own, and perceived organizational support does not significantly alter this relationship. Political-based factors significantly enhance service delivery, but the role of perceived organizational support in this context is more about buffering against potential instabilities rather than directly influencing outcomes. Career development factors show a substantial positive impact on service delivery, and perceived organizational support further

amplifies this effect by fostering a more motivated and capable workforce. Socio-cultural factors demonstrate the strongest positive influence on service delivery, with perceived organizational support playing a critical role in enhancing this effect; it strengthens the alignment with socio-cultural considerations, leading to improved service outcomes. Overall, perceived organizational support interacts complexly with these factors, often enhancing the positive effects of career development and socio-cultural alignment on service delivery.

5.2 Conclusion

The study concludes that Geographical labour mobility affects service delivery of the selected refugee organizations. Out of all the factors under this study, Socio Cultural factors have the greatest effect followed by career progression factors, political factors and finally reward based factors. The study also concludes that improving service delivery in selected refugee organizations in Kenya requires a multifaceted approach. Reward-based factors, while beneficial, do not significantly drive service delivery improvements on their own. Instead, a more substantial impact is seen through political stability, which positively influences service delivery by creating a supportive governance environment. Career development opportunities are crucial, as they significantly enhance service delivery by fostering a motivated and skilled workforce. Socio-cultural factors have the strongest positive impact, emphasizing the need for organizations to align their practices with the cultural and social contexts of the refugee populations they serve. Additionally, perceived organizational support plays a critical role in moderating the effects of various factors on service delivery, especially by amplifying the positive impacts of political, career development and socio-cultural alignment

5.3 Recommendations

Based on the findings from Chapter Four and the conclusions drawn from the study, several recommendations for improving service delivery in selected refugee organizations in Kenya are as proposed.

1. Reward-based factors showed a positive but statistically non-significant effect on service delivery, it is advisable to maintain, re-evaluate and potentially enhance reward-based strategies. Organizations should implement structured reward systems to recognize and incentivize exceptional performance. While these factors alone may not drive significant improvements, they can contribute to overall employee motivation and satisfaction, indirectly supporting better service delivery. Organizations should complement reward-based factors by other complementing strategies, reassess and redirect reward system management for effective contribution to service delivery.
2. The positive influence of political-based factors on service delivery underscores the importance of fostering favourable political conditions. Refugee organizations should engage with policymakers and advocate for stable and supportive governance. By aligning with political efforts that enhance stability and support, organizations can create a more conducive environment for effective service delivery.
3. Career development emerged as a significant driver of service delivery. Organizations should invest in comprehensive career development programs and structures that provide clear advancement pathways and professional growth opportunities for employees. This investment will not only enhance employee performance but also improve service delivery outcomes, as motivated and well-trained staff are crucial for effective service provision.
4. Socio-cultural factors have shown the strongest positive effect on service delivery. Organizations should integrate socio-cultural considerations into their operational practices by tailoring services to meet the cultural and social needs of refugees, host communities, staff working in these organizations and considerably other stakeholders of the organization. This alignment will improve service effectiveness and satisfaction

among refugee populations. Engaging with local communities to understand their needs and preferences can further enhance this alignment.

5. The study highlights that perceived organizational support plays a critical role in amplifying the effects of career development and socio-cultural factors on service delivery. Organizations should focus on enhancing support structures and fostering a supportive work environment. This can include providing adequate resources, recognizing employee contributions, and addressing concerns. By strengthening organizational support, organizations can boost employee morale and improve overall service delivery outcomes.

5.4 Implication of the Study

This research discusses both theoretical and Practical implications respectively.

5.4.1 Theoretical implication

1. On theoretical implication of Reward-Based Factors, the research shows that while reward-based factors have a positive but statistically non-significant impact on service delivery, they are not strong predictors. This therefore suggests that while theoretical frameworks often highlight rewards as fundamental for motivation and performance in organizations, their impact might be less significant in specific contexts, such as refugee organizations. The refugee organizations are humanitarian assistance organizations in nature, and from this research socio cultural factors have the strongest impact more than the other three factors discussed. Therefore, one can conclude the reason for the geographical labour mobility to work in refugee organizations is beyond rewards but the humanitarian urge to assist the forcefully displaced to make them comfortable in foreign lands.

2. The Political-Based Factors. The research shows a significant positive effect of political stability on service delivery. This underscores the importance of external political environments in organizational effectiveness. This finding supports theoretical perspectives that emphasize the role of external factors in shaping organizational performance. The study made clear the impact of both Organizational and state politics in organizational management. Organization politics on for instance workplace gossip can be used positively to gather information about a subject that is of benefit to the government. Policies and operations should be in line with state politics to avoid crossing paths with state politics actors on issues that might affect the organization performance.
3. When it comes to Career Development Factors, the research shows that the substantial positive impact of career development on service delivery aligns with theories that link employee growth opportunities to improved performance outcomes. This reinforces the theoretical view that career development is crucial for organizational success. Managers and Heads of the refugee organizations should invest in policies and management of career progression factors to align the individual employee's growth with organization success. A career advancement for a staff should be commensurate to organizational development.
4. On Socio-Cultural Factors, the strongest positive impact of socio-cultural factors highlights the importance of cultural and social alignment in service delivery. This supports theories that emphasize the need for organizations to align their practices with the cultural contexts of their stakeholders. This study has proved that the human resources in the refugee organizations come from diverse geographical backgrounds and therefore, operations, legal frameworks and policies should be designed in ways that respect and uphold the cultural orientation of the staff.

5. Perceived Organizational Support as a Moderator. The findings of this study on perceived organizational support reveal its role in amplifying the effects of career development and socio-cultural factors on service delivery. This suggests that theoretical models of organizational support should consider its moderating role in enhancing other factors' impacts.

5.4.2 Practical Implications of the study.

1. On Political Stability, Organizations should prioritize engaging with policymakers to create a stable political environment. The heads of organizations and managers should understand the aspects of organization politics which is internal and state politics which is external and find a way of benefiting from both contexts. This might involve advocacy and partnerships to ensure supportive governance, which can enhance service delivery.
2. Career Development. Investment in career development programs is crucial for and Organization. Practical steps include creating clear advancement pathways and professional growth opportunities for employees, which can lead to better service outcomes. Formulations of career development structures like scheme of service, performance management tools like Performance contracting for managers and performance appraisal for general staff can act as tools to measure performance and inform the areas of weakness for an individual staff for them to get trained to encouraged by rewarding in case they score well.
3. On Socio-Cultural Alignment, the research suggests that Organizations need to consider integrating socio-cultural factors into their practices. Proper alignment and tailoring services to the cultural and social needs and interests of workers, refugees and host communities as well as other stakeholders, can improve service effectiveness and satisfaction.

4. **Enhancing Reward-Based Strategies.** Although reward-based factors alone do not drive significant improvements, maintaining and refining reward systems can still be beneficial to the refugee organizations. Organizations should therefore structure reward systems to recognize and incentivize exceptional performance while complementing these strategies with other approaches.
5. **Strengthening Organizational Support.** To maximize the positive effects of career development and socio-cultural alignment, organizations should enhance their internal support structures. This includes providing adequate resources, recognizing employee contributions, and creating ample working environment for all the employees regardless of their status, cultural orientation, race and gender among other Factors

5.6 Areas for Further Studies

Future research should explore several key areas to deepen understanding and enhance service delivery in refugee organizations. First, a broader investigation into additional factors beyond those studied such as organizational culture, resource availability, and technological integration could provide a more comprehensive view of what influences service delivery. Second, examining the effects of reward-based strategies in different contexts or with refined measurement approaches could help clarify their role and potential impact. Additionally, studies could investigate how various organizational support structures interact with different determinants, particularly focusing on how perceived support can be optimized to bolster other factors like career development and socio-cultural alignment. Comparative studies involving refugee organizations in diverse settings or countries might also offer valuable insights into how different environments and systems influence service delivery outcomes. Finally, longitudinal research could provide a deeper understanding of how changes over time in these factors affect service delivery, offering guidance for long-term strategic improvements.

REFERENCES

- A. Bhavani , S., Bharathi.T, & Manjunath.S. (2016). A Study on Compensation and Benefits its Influence on Employee's Performance in Milk Industry. *International Journal of Engineering Science and Computing*, 7327-7334.
- Abu-Bader, S., & Jones, T. V. (2021). Statistical mediation analysis using the sobel test and hayes SPSS process macro. *International Journal of Quantitative and Qualitative Research Methods*.
- Abubakar, F. U., & Muhammad, A. N. (2020). The treatment-seeking behaviour among obstetric fistula patients: Data screening and preliminary analysis in medical and social research. *International journal of nursing and medical science (IJNMS)*, 9(1), 74-92.
- African Union Commission (AUC). (2017). Report on Labour Migration Statistics In Africa In 2015. Addis Ababa, Ethiopia: African Union Commission (AUC).
- Agburu, J. I. (2017). Recent Trends in Wage and Salary Administration in Nigeria: A Synopsis on Theoretical and Empirical Challenges,. *International Journal of Basic and Applied Science*, 257-268.
- Al Hilali, S. K., Al Mughairi, M. B., Kian, W. M., & Karim, M. A. (2020). Coaching and Mentoring. Concepts and Practices in Development of Competencies: A Theoretical

Perspective. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 41–54.

Alessandrini, M, Celotti, P, Cignitti, F, Fontenla, A, Lüer, C., & Wergles, N. (2016). Labour mobility and Local and Regional Authorities: benefits, challenges and solutions. European Union, Committee of the Regions .

Aliyu, M. S, Abubakar, M. S, & Yakasai, A. M. (2019). Total Quality Management as Predictor of Nigerian Public University Performance: Data Screening and Preliminary Analysis. *Journal of Educational Policy and Entrepreneurial Research*, 3(7), 340-354.

Alka , R., Piyali , G., & Tanusree , D. (2019). Total rewards to enhance employees' intention to stay: does perception of justice play any role? Emerald Group Publishing, 262-280.

Allison , P., Okoli , I., & Nuel-Okoli, C. (2020). Influence of Contingent Pay And Variable Pay On Employees Performance Of Public Tertiary Institutions. *International Journal of Advanced Academic Research (Social and Management Sciences)*, 91-108.

Alonso, J. A. (2015). *Managing Labour Mobility: A Missing Pillar of Global Governance*. United Nations, Department of Economic and Social Affairs. New York: CDP Background Paper No. 26 ST/ESA/2015/CDP/26.

Australian Government Productivity Report. (2014). *Geographic Labour Mobility*. Canberra: Media and Publications, Productivity Commission Locked Bag 2 Collins Street East Melbourne VIC 8003.

Babbie, E. (2007). *The Practice of Social Research*. USA: Wadsworth Cengage Learning .

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of* of.

- Bernard , O. O., & Augustina , N. N. (2014). The Influence of Power and Politics in Organizations Part 1. *International Journal of Academic Research in Business and Social Sciences*, 164-183.
- Bradler, C., Dur, R., Neckermann, S., & Non, A. (2016). Employee recognition and performance: A field experiment. *Management Science*, 3085-3099.
- Budzanowska-Drzewiecka , M., Marcinkowski , A., & Motyl-Adamczyk , A. (2016). Różnice kulturowe w komunikacji biznesowej (Cultural differences in business communication). Wydawnictwo Uniwersytetu Jagiellońskiego, Kraków.
- Can , B. (2020). The Power And Politics in Organizations; Discussions Between Economic Agents Socio-Economic Studies (pp. 221-245). Turkey: Iksad Publications.
- Chebet , K. L. (2015). Career Planning and Succession Management Practices Of The Clinicians At Kenyatta National Hospital.
- Chetana, N., & Mohapatra, A. (2017). Career planning and Career Management as antecedents of Career Development: A study. *Asian Journal of Management*, 614-608.
- Chinelo , O. D. (2012). Appropriate Management in an African culture: Implications for Education. *International Journal of Education Administration and Policy Studies* , 53-60,.
- Chivanga, S. Y., & Monyai, P. B. (2021). Back To Basics: Qualitative Research Methodology For Beginners . *Journal Of Critical Reviews*, 11-17.
- Cletus, H., Mahmood, N., Umar, A., & Ibrahim, A. (2018). Prospects and Challenges of Workplace Diversity in Modern Day Organizations: A Critical Review. *Holistica Vol 9*, 35-52 .

- Connie , R. W., Abdifatah , A. A., & Borbala, C. (2020). Job Seeking: The Process and Experience of Looking for a Job; Annual Review of Organizational Psychology and Organizational Behavior. Research Gate.
- Creswell, J. W., & Miller, D. L. (2000). Determining Validity in Qualitative Inquiry. Theory into Practice. 124-130.
- Daud, A., Mohammed Nawi, A., Aizuddin, A. N., & Yahya, M. F. (2022). Translation, cross-cultural adaptation, and validation of the Malay-version of the factors influencing community willingness to perform cardiopulmonary resuscitation and use an automated external defibrillator questionnaire. International Journal of Environmental Research and Public Health, 19(8), 4882.
- Díaz-Fernández, M., López-Cabrales, A., & Valle-Cabrera, R. (2023). Strength of HRM systems and perceived organizational support as determinants of employment relationships: The perspective of HR managers and workers' representatives. BRQ Business Research Quarterly, 26(2), 121-135.
- Dike, P. (2013). The impact of workplace diversity on organisations.
- Dorđević , B. (2016). Impact Of National Culture On International Human Resource Management . ECONOMIC THEMES , 281-300 .
- Dr. Linda , A. O., & Mr. Donald , A. W. (2018). Challenges And Solutions To Migrant Integration, Diversity And Social Cohesion In Africa. African Migration and Development Policy Centre .
- Dr. Ugochukwu , P. O. (2021). Reward of Management Practices for Employee Retention and Variable Payment to Public Institutions. International Journal of Academic Research in Business and Social, 212-225.

- Van , S., & Dr. Revenio , C. (2013). Cross-Cultural Management of Culturally Diverse Workforce:A Challenge Facing Managers in the Global Workplace. *International Journal of Science and Research (IJSR)*, 663-668.
- Emeagwal, L., & Ogbonmwan, K. O. (2018). Mapping the Perceived Role of Strategic Human Resource Management Practices in Sustainable Competitive Advantage. *Academy of Strategic Management Journal*, 1-9.
- Eva, H., Barabara, H., Katharina, G., Martina, H.-T., & Eric Kirchler. (2017). Authorities Coercive and Legitimate Power: The Impact on Cognitions underlying cooperations . *Reesearch Gate*, 1-15.
- Faith , M. M. (2016, June 16). Influence Of Social-Cultural Diversity On Employees' Attitude Towards Performance A Survey Of Private Universities In Meru, Kenya. *Internation Journal of Economics, Commerce and Management(ISSN 2348 0386)*, 628-642.
- Farzana , R., Sobia , A., & Qasim , A. N. (2016). Do Intrinsic and Extrinsic Rewards influence the Job satisfaction and Job performance? Mediating Role of Reward System. *Journal of Management* , 16-34.
- Franke, H., & Foerstl, K. (2018). Fostering integrated research on organizational politics and conflict in teams: A cross-phenomenal review. *European Management Journal*, 593-607.
- Gensler Research Institute . (2019). U.S Workplace Survey. Newyork: Gensler Research Institute.
- George, E., & Zakkariya, K. A. (2018). Psychological empowerment and job satisfaction.
- GoK. (2007). Employment Act. . Nairobi, Kenya: Government Printers Limited.

- Golafshani, N. (2003). Understanding Reliability and Validity in Qualitative Research. *The Qualitative Report*, 597-607.
- Gulyani, G., & Sharma, T. (2018). Total rewards components and work happiness in new ventures: The mediating role of work engagement. *Evidence-based HRM*.
- Gurieva, L. K., & Aleksandr, V. D. (2015). Economic Theories of Labor Migration. *Mediterranean Journal of Social Sciences*, 101-109.
- Hamadamin, H. H., & Tarik Atan. (2019). The Impact of Strategic Human Resource Management Practices on Competitive Advantage Sustainability: The Mediation of Human Capital Development and Employee Commitment. *Sustainability*, 1-19.
- Hardy, J. (2015). Explaining 'varieties of solidarity': labour mobility and trade unions in an enlarged Europe. Hertfordshire Business School, University of Hertfordshire, College Lane, 181-199.
- Hoole, C., & Hotz, G. (2016). The impact of a total reward system of work engagement. *SA Journal of Industrial Psychology*, 1-14.
- HuberIlias, K., & Ioannis, C. T. (2018). Politics in organizations: Lessons, challenges and future directions. *European Management Journal*, 589-592.
- ILO, & UNHCR. (2012). *Labour Mobility for Refugees*. Geneva.
- ILO. (2017). *ILO Global Estimates on International Migrant Workers; Results and Methodology*. Turin – Italy: International Training Centre of the ILO.
- International Organization for Migration (IOM). (2016). *Regional Guide to Facilitate South–South Labour Mobility in Southern Africa*. Maputo, Mozambique: International Organization for Migration (IOM).

- Jawad, S., & Memoona, T. (2018). Global Diversity Management. Oxford Research Encyclopedia of Business and Management .
- Joycelyn, S. A., Bless, K. A., & Mawutor, K. G. (2018). Concept of Reward Management, Reward System And Corporate Efficiency. International Journal of Economics, Commerce and Management, 621-637.
- Junyong, I. (2017). Introduction of a pilot study. Korean Journal of Anesthesiology, 601-605.
- Kallapur, S. (2022). Beyond $p < 0.05$: Scientific inference in accounting research. Studies in Accounting Research, 34.
- Kamalaveni, M., Ramesh, S., & Vetrivel, T. (2019). A Review Of Literature On Employee Retention. International Journal of Innovative Research in Management Studies (IJIRMS), 1-10.
- Kamau, N. N., & Dr. M, K. (2017). Influence Of Career Development Practices On Employee Retention In public Universities In Kenya A Case Of Technical University Of Kenya. The Strategic Journal of Business & Change Management. ISSN 2312-9492, 510-522.
- Karen, C. (2015). Organisational Politics: The Positive & Negative Sides. European Scientific Journal, 121-129.
- Kathanya, C. M., Ndegwa, P. W., & Oringo, J. O. (2020). Strategic responses and organizational performance of public universities in Nairobi county, Kenya. International Journal of scientific engineering and science, 4(10), 44-57.
- Kaufman, T., Chapman, T., & Allen, J. (2013). The effect of performance recognition on employee engagement. New York: Cicero Group.

- Kehinde , G. S. (2016). The Effects of Power and Politics in Modern Organizations and its Impact on Workers' Productivity. *International Journal of Academic Research in Business and Social Sciences*, 566-574.
- Kerlinger, F. N. (1986). *Foundations of Behavioural Research*. New York: Rinehart and Wistone.
- Khadijetou , W. (2016). Effect of Career Development Programs On Employee Retention In International Non Governmental Organizations In Kenya. 1-68.
- Khtoom, A., Ayyash, A. A.-Q., & Al-Wedyan, M. (2014). ERP System for Effective Management in Middle East. *IJCSI International Journal of Computer Science Issues*, 150-153.
- Kiguru, M. W. (2018). Influence of Mentoring on Employee Retention Within the Elevator Installation Firms in Nairobi County.
- Kong, M. (2018). Effect of Perceived Negative Workplace Gossip on Employees' Behaviors.
- Kothari , C. R., & Garg, G. (2014). *Research Methodology*. Delhi: New Age International(P) Ltd.
- Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenges*. CA: Jossey-Bass, San Francisco.
- Kumar, R. (2011). *Research Methodology: A step-by-step guide for beginners*. New Delhi India: SAGE Publications Asia Pacific Pte Ltd.
- Landells, E. M., & Albrecht, S. L. (2017). The Positives and Negatives of Organizational Politics: A Qualitative Study. *Journal of Business and Psychology*, 41-58.

- Laura , P. S. (2018). Organizational Politics: Harmful or Helpful? Instructional Design Capstones Collection, 1-31.
- Livne, Y., & Rashkovits, S. (2018). Psychological empowerment and burnout: Different patterns of relationship with three types of job demands. *International Journal of Stress Management*.
- Majid, U. (2018). Research Fundamentals: Study Design, Population, and Sample Size. *Undergraduate Research In Natural And Clinical Science And Technology (Urnct) Journal*, 1-7.
- Mardiatmoko, G. (2024). The Application of the Classical Assumption Test in Multiple Linear Regression Analysis (a Case Study of the Preparation of the Allometric Equations of Young Makila). *JTAM (Jurnal Teori dan Aplikasi Matematika)*, 8(3), 724-739
- Marzena , A. (2017). The importance of cultural differences in international business. WROCLAW: WSB University in Wrocław, Poland.
- Maslyn, J. M., Farmer, S. M., & Bettenhausen, K. L. (2017). When organizational politics matters: The effects of the perceived frequency and distance of experienced politics. *Human Relations*, 1486-1513.
- MASOVIC, A. (2018). Socio-Cultural Factors and Their Impact on The Performance of Multinational Companies. *Ecoforum Journal University of Suceava Romania*, 1-6.
- Meyer , P. (2010). effecting appropriate Organizational behavior, through sound appraisal and. Boston, USA.: McGraw Hill International,.
- Meyer, B., Meyer Jr., V., Vieira da Silva, K., & Brandão, L. M. (2016). Managing Expatriates: Analyzing the Experience of an Internationalized Brazilian Company. *Revista de Ciências da Administração*, 137-147.

- Milestones, K. P. (2019). KAM, Industry PS engage on Sector specific guidelines on Local Content.
- Mina , M. R., Dr. Kateryna , V., & Md. Abdur , R. (2021). The Effect of Total Rewards System on the Performance of Employees with a Moderating Effect of Psychological Empowerment and the Mediation of Motivation in the Leather Industry of Bangladesh. AENG International Association of Engineers, 1-29.
- Mongína, E. A. (2016). Migrant Labour Issues in International Relations -Kenyan workers in Saudi Arabia . Nairobi: Nairobi University .
- Monica , F.-S., & Luis , G.-M. (2015). Reward Systems. Wiley Encyclopedia of Management.
- Mutai, B. (2014). How to Write a Quality Research Proposal:A Complete Simplified Recipe. Nairobi: Dream Web Solutions.
- Najla , P., Ana , P., & Ana , K. (2020). Distinctiveness of self-initiative expatriates. Journal of Corporate Governance, Insurance, and Risk Management (JCGIRM), 213-223.
- Nassaji, H. (2015). Qualitative and Descriptive Research: Data type versus Data Analysis. sagepub.co.uk/journalsPermissions.nav, 129–132.
- Ndungu, D. N. (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya. Global Journal of Management and Business Research.
- Nigel , M., Nick, J. F., & Amanda , H. (2000). Using Interviews in a Research Project. Research Gate .

- Njanja, W. L., Maina, R. N., Kibet, L. K., & Njagi, K. (2013). Effect of Reward on Employee Performance: A Case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya. *International Journal of Business and Management*, 41-49.
- Nkomo, W. M., & Thwala, D. W. (2017). Influences of mentoring on retention and socialization of new employees in the construction sector through knowledge transfer. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, (pp. 576-584). Rabat, Morocco.
- Nurul , A. N., Sabiroh , M. S., & Eliy , N. M. (2021). The Effects of Reward System on Employees' Performance. *Universiti Teknologi MARA, Cawangan Perlis, Jurnal Intelek*, 40-51.
- Nwanamidwa, T. S. (2018). A comparative study of multiple discriminant analysis and multinomial logistic regression applied to students' performance (Doctoral dissertation, North-West University (South Africa)).
- Odipo , G., & Agwanda, A. O. (2015, August). Labour Mobility and Deconstruction of Kenya Emigration Streams. *International Journal of Innovative Research and Development*, 4 (9), 71-82. Retrieved from <http://www.ijird.com/>
- Odirile , M. (2021). The Percieved Organizational Support and Employee Engagement in the Context of Flexible Working Environments.
- OECD, & UNHCR. (2018). Engaging With Employers In the hiring of Refugees: A 10-point multi-stakeholder action plan for employers, refugees, governments and civil society.
- OECD, ILO, & The World Bank. (2015). The Contribution of Labour Mobility to Economic Growth. Joint paper for G20 Labour and Employment Ministers' Meeting, (pp. 1-33). Ankara, Turkey,.

- Olaniyan, D. A., & Ojo, L. B. (2008). Staff Training and Development: A Vital Tool for. *European Journal of Scientific Research*, 326-331.
- Olorunleke , G. K. (2015). Effect of Organizational Politics on Organizational Goals and Objectives. *International Journal of Academic Research in Economics and Management Sciences*, 59-70.
- Omale, A. S., Oguche, D., Duru, C. E., & Daniel, I. M. (2017). Impact of Mentoring on Staff Retention Through Knowledge Transfer: An Empirical Evaluation of Four Private Universities In The North Central Zone Of Nigeria. *Global Journal of Human Resource Management*, 14-24.
- Omolawal, S. A., & Bawalla, O. G. (2017). Performance and Reward Systems in Organizations. *Research Gate* , 1-12.
- Onduko, E. B. (2013). Regional Integration And Professional Labour Mobility A Case of East African Community (Eac). 1-105.
- Onyalla, D. B. (2021). Conceptualizing Professional Journalism Practice: Valence of News Frames and Source Diversity in Kenya (Doctoral dissertation, Daystar University, School of Communication).
- Palmvik, S. (2018). Staff care in humanitarian interventions A case study of the Lutheran World Federation program at Kakuma refugee camp. Uppsala University.
- Peter , S., Abang , E., & Abang , O. (2015). Factors Of Career Development Opportunities Associated With Organizational Commitment In The Hotel Industry. *Research Gate*, 1-14.
- Ployhart, R. E. (2014). Staffing in the 21st Century: New Challenges. *Journal of Management*, 868-897.

- Princess , H., Edwin , A. M., Agumadu , M., & Awele, O. V. (2015). impact Of Cross Cultural Factors on Expatriates' Effective Execution of International Assignments . International Journal of Management Sciences and Business Research, 70-81.
- John , O. O., Dr. Linda, A. O., & Antony, O. O. (2013). The Biggest Fish in the Sea?Dynamic Kenyan Labour Migration in the East African Community. Nairobi: African Migration and Development Policy Centre .
- Radošević, S. (1999). International Technology Transfer and Catch -up in Economic Development. Edward Elgar.
- Regional Australia Institute (2013). The Costs And Benefits Of Geographic Labour Mobility: A Regional Perspective. Australia.
- Rizwan , M., Muhammad , E. L. Hazoor , M. S., & Nosheen , K. (2016). Impact of Rewards (Intrinsic and Extrinsic) on Employee Performance with Special Reference to Courier Companies of Faisalabad City. European Journal of Business and Management, 88-97.
- Rizwan, M., Riaz, N., Saboor, F., & Khan, D. (2011). Expatriate Performance in the Host Country: How to Maximize the Cultural Adjustments? Journal of Economics and Sustainable Development, 13-20.
- Robert , H., & Charles , C. (2018). Organizational Politics. Research Gate, 1-20.
- Roopa, S., & Rani, M. (2012). Questionnaire Designing for a Survey. jp-journals, 273-277.
- Salah, M. R. (2016). The Influence of Rewards on Employees Performance. British Journal of Economics, Management & Trade, 1-25.
- Salahat , M., & Abdul Majid, A. (2016). The Effect of Career Planning and Recruitment and Selection on Customer Satsfaction : Mediating role of Extra-role performance,

- Evidence from Palestine . Australian Journal of Basic and Applied Sciences. , 292-304.
- Samira , A., Stina , F. S., Salem , A., Nasar , A., & Mats , B. (2020). The application of Herzberg's two-factor theory of motivation to jobsatisfaction in clinical laboratories in Omani hospitals. Research Gate, 1-9.
- Sanyang , L., & Othman , K. (2019). Work Force Diversity and its Impact on Organisational Performance. Journal of Islamic Social Sciences and Humanities, 23-25.
- Seldean, S. (2021, June 11). daytranslations.com. Retrieved from daytranslations web site: <https://www.daytranslations.com/blog/culture-nuance-business/>
- Shah, C., Michael Long, & Joel Windle. (2016). Recognition of skills and qualifications: labour mobility and trade in services . Monash University (pp. 1-34). ACER : Monash University - Acer Centre For The Economics Of Education and Training .
- Shaito, F. (2019). Career Development:.
- Sharma, N., Bhatt, J. K., & Singh, M. (2014). Effectively Managing Expatriate Assignments with HRM Policies and Practices. Journal of Resources Development and Management - An Open Access International Journal, III, 17-21.
- Shaun , D. G., Michael, C. S., & John , F. F. (2018). Mechanical Circulatory and Respiratory Support .
- Shelar , N. R., & Buch, G. V. (2020). The role of employee retention on Job Perofmance: A study of Oil and Gas Sectors . Internation Journal of Innovative Research in Information Security (IJIRIS), 1-24.
- Silva, M. R., Carvalho, J. C., & Dias, A. (2019). Determinants of Employee Retention: A Study of Reality in Brazil. IGI Global.

- Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 673-686.
- Stone, D. L., Stone-Romero, E. F., & Lukaszewki, K. (2006). Factors affecting the acceptance and effectiveness. *Human Resource Management Review*, 229–244.
- Sulaefi, S. (2018). The Influence of Compensation, Organization Commitment and Career Path to Job Performance Employees at Kardinah Hospital Tegal Indonesia. . *Research Journal for Engineering, Technology*.
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research . *International Journal of Academic Research in Management (IJARM)*, 18-24.
- Tamunomiebi, , M. D., & Chika, J.-E. E. (2020). Workplace Diversity: Emerging Issues in Contemporary Reviews. *International Journal of Academic Research in Business and Social Sciences*, 255–265.
- Taufek, , B., Zulkifle, Z. B., & Sharif, M. B. (2016). Sustainability in Employment: Reward System and Work Engagement. *Procedia Economics and Finance*.
- team, P. (2016). Kenya and the EU. Nairobi.
- The Cultural Atlas. (2021). Cultural Atlas. Retrieved from The Cultural Atlas web site: <https://culturalatlas.sbs.com.au/>
- Tiwari, N. ((2013). Managing Human Resources in International Organizations . *Global Journal of Management and Business Studies*, 355-360 .
- Tsedal, N. (2015). Global Teams That Work. *Harvard Business Review*.

- UN. (2018). Measuring International Labour Mobility. Geneva: United Nations.
- UN. (2020). Article 13 of the Universal Declaration of Human Rights. United for Human Rights.
- UNCTAD. (2019, June 12). Foreign direct investment to Africa defies global slump, rises 11%. Retrieved from United nations Conference on Trade and Development: URL <https://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=2109>
- UNHCR. (2020, January). Governments and Partners:Non Governmental Organizations . Retrieved from Non Governmental Organizations : <https://www.unhcr.org/non-governmental-organizations.html>
- Vinarski-Peretz, H., & Kidron Aviv. (2018). The shadow dance of political climate: Engagement in political behavior in local government authorities. *European Journal of Management*, 608-615.
- Vredenburg, D., & Shea Van-Fossen, R. (2010). Human Nature,Organizational Politics and Human Resource Development. *Human Resource Development Review*, 26-47.
- WahabWan , F. Y., Tan , S. K., & Mohammad , T. I. (2013). Herzberg's Two Factors Theory On Work Motivation: Does Its Work For Todays Environment? *Global Journal of Commerce & Management Perspective*, 18-22.
- WorldatWork. (2015). Trends in workplace flexibility. In: *World at Work Customer Relations* Scottsdale. AZ.
- Yang, L., Gu, D., Wei, J., Yang, C., Rao, S., Wang, W., & Zeng, M. (2019). A radiomics nomogram for preoperative prediction of microvascular invasion in hepatocellular carcinoma. *Liver cancer*, 8(5), 373-386.

APPENDICES

APPENDIX 1: INTRODUCTION LETTER

AUDAN LEAH LOKALA
PBA/H/01 – 53375/2018
MMUST,
P.O. BOX 190-50100,
KAKAMEGA

Dear Respondent,

RE: DATA COLLECTION

I am currently pursuing a Doctor of Philosophy in Business Administration, specializing in Human Resource Management, at Masinde Muliro University of Science and Technology (MMUST). At present, I am engaged in a study titled ‘GEOGRAPHICAL LABOUR MOBILITY, PERCEIVED ORGANIZATIONAL SUPPORT AND SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATIONS IN KENYA’ as part of the requirements for obtaining this degree. Your institution has been chosen to engage in this study. You have been selected as a valuable respondent, and I kindly request that you dedicate some of your valuable time to engage with the attached data collection instrument. Kindly be advised that any information acquired from you will be handled with the highest degree of confidentiality. In all reports or publications, individual identities will remain confidential, and only the data will be presented.

Thanking you in advance for your co-operation.

APPENDIX 2: QUESTIONNAIRE FOR GENERAL STAFF

SECTION 1: BACKGROUND INFORMATION

A. Indicate your Gender: Male [] Female []

B. What is your age?

Code	Years	Tick (√) as Appropriate
B.1	Below 25years	Tomorrow
B.2	25-34 years	
B.3	35-44 years	
B.4	45-54 years	
B.5	above 55years	

C. What is your highest level of education?

Code	Level of Education	Tick (√) as Appropriate
C.1	Diploma/HND	
C.2	Bachelor’s Degree	
C.3	Master’s Degree	
C.4	PhD	

D. How long have you worked in this Organization?

Code	Years of Service	Tick (√) as Appropriate
D.1	Below 1 year	
D.2	1-5 years	
D.3	6-10 years	
D.4	11-15 years	
D.5	Over 15years	

What is your current level of work? Tick [√] as appropriate

Level	Tick (√) as Appropriate
E.1 Top level Managerial	
E.2 Middle Level Management	
E.3 Others	

E. Indicate your country of origin?

SECTION II: INFLUENCE OF REWARD BASED FACTORS ON SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATION IN KENYA.

A. The following set of statements is pertinent to reward based factors on service delivery of selected refugee organizations in Kenya. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly Agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your organization has experienced the following:

Reward Based Factors	5	4	3	2	1
1. Reward policies exist in my organization to guide how employees are rewarded.					
2. The reward is timely and tied to effective performance.					
3. Rewards in my organization consists of financial and non-financial components eg salary, allowances, benefits, letters of commendation etc.					
4. Salaries, allowance and bonuses are given to the employees based on their qualifications and experience.					
5. Reward also take into consideration difficulties encountered in the field/environment.					
6. I am motivated to continue to work in my organization by the rewards I receive.					

SECTION III: INFLUENCE OF POLITICAL FACTORS ON SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATIONS IN KENYA.

B. The following set of statements is pertinent to political factors on service delivery of selected refugee organizations. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly Agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your Organization has experienced the following:

	Political based factors	5	4	3	2	1
1.	There are some colleagues in my organization who have greater say in the way the organization operates.					
2.	Those employees who determine organizational operation draw their authority from senior positions they hold in the organization					
3.	Those employees who are close to those in management get recognized more than others.					
4.	Employee talk about others positively or negatively without being reprimanded in my organization.					
5.	Employees in my organization relate freely with each other without discrimination based on country of origin, tribe, Race or closeness to management.					
6.	I am motivated to continue working in my organization because of peaceful and free speech environment.					

SECTION IV: INFLUENCE OF CAREER DEVELOPMENT FACTORS ON SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATIONS IN KENYA.

<p>C. The following set of statements is pertinent to career development factors on service delivery of selected refugee organizations. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly Agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your Organization has experienced the following:</p>						
	Career development factors	5	4	3	2	1
1.	My organization recruits and selects employees from different parts in the world					
2.	My organization continuously seeks to improve its employees competence to enable them cope with the dynamic work environment					
3.	My organization prioritizes training and development of staff on a continuous basis					
4.	My organization has a career progression structure which highlights how employees can grow in their career within the					

	organization.					
5.	There are practical employee mentorship and coaching programs in my organization.					
6.	My organization allocates adequate funds for career development and management programs					
7.	I am motivated to continue working for my organization given its career development focus.					

SECTION V: INFLUENCE OF SOCIO-CULTURAL FACTORS ON SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATIONS IN KENYA.

<p>A. The following set of statements is pertinent to socio cultural factors on service delivery of selected refugee organizations. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly Agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your department has experienced the following:</p>						
	Socio Cultural factors	5	4	3	2	1
1.	My organization has employees from different nationalities, tribes, religion and origins.					
2.	People in my organization uphold and respect each other's culture, beliefs and norms for peaceful coexistence.					
3.	My organization has developed its own identity and culture where employees are inducted into acceptable common way of behaving and relating to one another.					
4.	Organizational decisions usually take into consideration the diversity that exists in the organization.					
5.	Socio-cultural factors among staff greatly affect organizational operation.					
6.	I am motivated to continue working my organization by the way we embrace each other irrespective of our culture and social origins.					

SECTION VI: INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT ON SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATIONS IN KENYA.

B. The following set of statements is pertinent to perceived organizational support on service delivery of selected refugee organizations. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly Agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your organization has experienced the following:

	Perceived Organizational Support	5	4	3	2	1
1.	My organization involves employees when making major decisions that affect it.					
2.	My organization facilitates continues training and development of staff by paying fees and allowances for staff undertaking further studies.					
3.	My organization provides a conducive physical working environment eg by providing Flexible working arrangements (FWA), comfortable office furniture, aerated offices, computers and equipment and appropriate gears, security etc.					
4.	My organization provides comfortable housing/accommodation to staff.					
5.	My organization provides adequate transport facilities to and from work for staff.					
6.	I am motivated to continue working in my organization given its supportive and caring nature.					

SECTION VI: SERVICE DELIVERY OF SELECTED REFUGEE ORGANIZATIONS IN KENYA.

C. The following set of statements is pertinent to perceived organizational support on service delivery of selected refugee organizations. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly Agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your organization has experienced the following:

	Perceived Organizational Support	5	4	3	2	1
1.	My organization delivers its mandate in a timely manner.					
2.	My organization has ensured it has met its target this year.					
3.	The clients served by our organization are satisfied without quality of service.					

4.	Clients served by my organization have no complaints regarding our service delivery.					
----	--	--	--	--	--	--

**APPENDIX 3: INTERVIEW SCHEDULE FOR HEADS OF THE SELECTED
REFUGEE ORGANIZATIONS**

a) Reward Based Factors on Service Delivery of Refugee Organization

- i. Do you reward your employees?
- ii. How do you administer reward to ensure they impact on employees' performance positively?
- iii. How often does your organization promote the staff?
- iv. Which of the reward practice named below is practiced in your organization?

SN	Reward	Senoir Management		General Staff(junior staff)	
		Yes	No	Yes	No
a)	Pay raise/promotion happening yearly.				
b)	bonuses				
c)	Company automobiles				
d)	Vacation benefits				
e)	Well furbished offices				
f)	Club privileges				
g)	Health insurance plans				
h)	Child care support				

Any other? Please mention _____

b). Political based factors on service delivery of refugee organization

- i. How do you handle organization politics to the benefit of the organization?
- ii. What strategies do you have to positively use workplace gossip to motivate employees?
- iii. How does politics outside your organization affect service delivery?
- iv. How do you positively use coercive power in the workplace without necessarily affecting the attitude of the employees?

c). Career development factors on service delivery of refugee organization

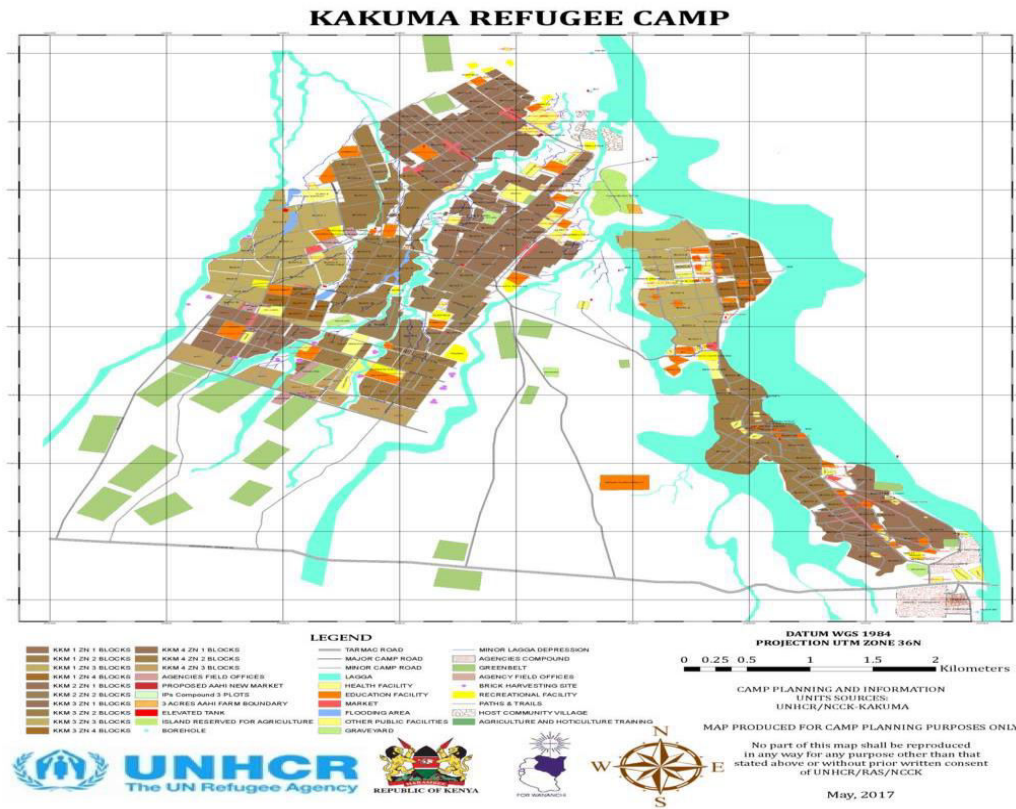
- i. Is there a training policy or other frameworks on training and development?
- ii. How do you identify a potential trainee?
- iii. Is there a department handling career matters? If yes, does it have a budget and work plan?
- iv. Does your organization encourage mentorship and career coaching? And why?
- v. Are there incidences of succession planning? Name a few.

c). Socio cultural factors on service delivery of refugee organization

- i. What do you do to ensure cohesion at the work place especially with diverse backgrounds?
- ii. How do you ensure that the staff are comfortable with the host community?

THANK YOU FOR YOUR COOPERATION

APPENDIX 4: MAP OF KAKUMA REFUGEE CAMP



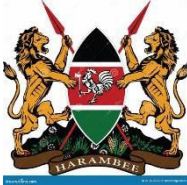




Source: UNHCR Data Portal (2017) <https://data2.unhcr.org/en/documents/details/58199>

APPENDIX 5: REFUGEE SETTLEMENT CAMP IN KALOBEYEI



MAP OF KALOBEYEI SETTLEMENT - (bing.com)

APPENDIX 6: PROFILE OF REFUGEE ORGANIZATIONS UNDER STUDY

S/NO	Name of the Organization	Mandate
1.	Department of Refugee Services(DRS) 	<ul style="list-style-type: none"> - The Department of Refugee Services (DRS) is a statutory body established under the Refugee Act 2021 (Kenya) and which is mandated to undertake the management and assistance of refugees and asylum seekers in the country. Among the major services offered by the Department of Refugee Services are to receive and register refugees and asylum seekers and to issue them with important documentation.
2.	Lutheran World Federation 	<ul style="list-style-type: none"> - We are a global communion of churches in the Lutheran tradition, living and working together for a just, peaceful, and reconciled world - LWF strive to put their Christian faith into action through humanitarian and development work, advocacy, shared witness, and dialogue - One of LWF’s pillar is to Rescue the needy
3.	Film Aid International-Kenya 	<ul style="list-style-type: none"> - FilmAid Kenya envisions a world in which all people can lead safe and healthy lives, enjoying full access to information, education and the opportunity for creative expression. This is to both the host and te refugee communities in Kakuma and Kalobeyei camps.
4.	Dan Church Aid 	<ul style="list-style-type: none"> - In Kenya, DCA supports livelihoods, climate resilience, entrepreneurship and life skills development, value chain and market development, peace building and protection, local leadership and localisation. DCA implements both directly and with national partner organizations.
5.	InkoMoko  <i>Thriving Communities for all</i>	<ul style="list-style-type: none"> - Inkomoko’s vision is an Africa with thriving communities where young people and forcibly displaced persons are engaged, communities have access to relevant innovations for self-determination, and where African solutions are unleashed to solve African problems. - Values- Bravery, Achievement, purpose, improvement and Turikumwe <p>“We eat goat.” We are together, we celebrate our success. We take time to appreciate one another and hold each other up in hard times.</p>

Source: Respective Organization’s Website, 2024

APPENDIX 7: LIST REFUGEE LED ORGANIZATIONS IN KENYA

S/NO	Name of RLO	Mission Activities	Area of Focus	Target Population	Website
1	KINTSUGI	English and Swahili classes; community events; food distribution; client escort services; community education; refugee marathon	Distribution of soap, food, notebooks, coloring books, and pencils for children; community outreach	Refugees in seven neighborhoods and some underserved Kenyans	Website Oxford article citing Kintsugi
2	L'Afrikana community based organization	Offers language, vocational, and computer training; assistance for single mothers and the elderly (including food and other essentials); and promotes youth talents through a recording studio and dance troupe	Distributes food, masks, sanitizers, and other necessities, along with providing education on COVID-19.	Serves refugees and some marginalized Kenyans	Facebook page
3	Conflict Transformation for Development	Provides vocational and entrepreneurship training for women and youth, raises awareness about substance abuse, promotes peacebuilding and conflict resolution, and distributes clothes, sanitary pads, educational materials, and soap to girls.	distributes food and dignity kits for girls, establishes and equips a vocational training center for youth, conducts research on substance abuse among urban refugee youth, and maintains all existing programs.	Refugees in Nairobi and Kakuma Refugee Camp.	
4	Youth Empowerment & Mentorship Initiative (YEMI)	Focuses on empowering youth with problem-solving skills applicable to both	Distributes food parcels and other resources for COVID-19 response, such as masks and	Refugee youth	Facebook page Our curriculum development

S/NO	Name of RLO	Mission Activities	Area of Focus	Target Population	Website
		personal and community issues; includes life skills training, design thinking, and fostering a community of problem solvers.	soap; continues educational programs; and develops ingenuity hubs within the community.		partner
5	South Sudan Reading Society	Includes peer-to-peer mentorship, literacy programs, leadership training, professional coaching, educational activities for urban youth, research initiatives, and book clubs.	Focuses on developing educational resources addressing teen pregnancy and establishing a literacy program for schools in Kakuma, specifically Hope Primary and Vision Secondary.	Target populations include teenage girls and young women, school children, and youth (refugees in Nairobi and Kakuma).	Website
6	Youth Voices of Nairobi	Advocacy through various media channels (including articles, stories, and podcasts); training programs aimed at promoting self-reliance (such as English language, digital literacy, graphic design, photography, and videography); efforts to advocate for school admissions.	they distribute food parcels and other COVID-19 response resources, including masks and soap.	The focus is on refugees in Nairobi, particularly women and girls, as well as some disadvantaged Kenyans.	Website Facebook Photos – food and mask project
7	Dream Magical Studio	Fee-based photography and videography services help fund our non-profit initiatives. Half of the profits are allocated to community education events, awareness campaigns, and	Distributing distribute food parcels and other COVID-19 response supplies, including masks and soap, to refugees in Kakuma camp	Refugees in Kakuma camp	Facebook

S/NO	Name of RLO	Mission Activities	Area of Focus	Target Population	Website
		storytelling workshops			
8	DAFIKESO	NGO is managed by Dafi scholarship students in Kenya. Its activities include promoting higher education, advocating for girls' education in refugee camps, and offering mentorship and career guidance programs	The organization distributes face masks, soap, food items, and books. Dafikeso also supplies food for centers catering to special needs refugees operated by Jesuit Refugee Services and raises awareness about COVID-19	Refugees in Nairobi, Nakuru, Eldoret, Kakuma camp and Dadaab camp	Website
9	KADANA Refugee Network	Advocacy is conducted through the Universal Periodic Review (UPR) process to monitor human rights. The organization promotes peaceful coexistence between host communities and refugees through sports and various activities. It also provides training for refugees on the UPR process and relevant laws in collaboration with the Kenya National Human Rights Commission.	1. Raise awareness among refugees regarding gender-based violence and sexual and reproductive health issues. 2. Maintain support for 250 vulnerable refugees and 60 members of the host community during this pandemic. 3. Develop and expand programs for refugees that promote their academic advancement.	Refugees and host communities in Kenya	Article about KADANA
11	iYouth iFuture	Peacebuilding and conflict resolution initiatives; youth entrepreneurship training; adult education programs; agriculture and home gardening	Speed up and broaden the efforts to combat COVID-19 while enhancing youth participation in agriculture, entrepreneurship, and peace advocacy.	refugees in Nairobi and Kakuma camp	Organizational information

S/NO	Name of RLO	Mission Activities	Area of Focus	Target Population	Website
		workshops; and raising awareness about COVID-19 by involving youth in community protection efforts.			
12	Borderless Voices Africa	Advocacy for refugee participation in policy-making; Awareness-raising on refugee issues through social media and radio; Colloquium and roundtable discussions between refugees and Kenyans; Highlight the root causes of refugee outflows; Link refugees to resources for viable solutions	Cash transfers for the most vulnerable affected by COVID-19; Providing basic resources i.e facemasks, sanitizers, soap, food	Refugee youth, mothers, children, and elderly	Facebook Twitter Instagram
13	Philadelphia Refugee Group	Faith-based (Christian) group engaging in: Empowerment of youth with technical skills; Education and awareness through training, e.g. on HIV prevention and drug abuse; Integration of refugee youth and Kenyans through football and dance	Emergency support to vulnerable refugees; continuing existing programs.	Refugees and some Kenyans	
14	Foundation for Lesbian, Bisexual Queer Refugees (FLBQR)	Safe spaces for LBQ and children; Business and vocational training and livelihoods support for LBQ women; basic needs support for most vulnerable;	Information dissemination on COVID19; rent support to avoid eviction; food and toiletries; COVID19 essential kits like sanitizers, first aid kits, masks, isolation	Currently small scale residential program for 10 women and their children	Facebook

S/NO	Name of RLO	Mission Activities	Area of Focus	Target Population	Website
		Advocacy and representation.	equipments		
15	Community Empowerment and Self-Support Organization (CESSO)	Safe housing (community house); livelihoods and skills development; language instruction; health and legal services	Rent, food and psychosocial support programs to enable LGBTIQ refugees to get back on their feet. Sanitizers and other COVID basic hygiene items.	LGBTIQ refugees in Nairobi and other cities in Kenya	Facebook

Source: Refugee Point Website 2024

APPENDIX 8: LIST OF REFUGEE ORGANIZATIONS IN KENYA

S/No	Organization
1.	UNHCR
2.	REFUGEE CONSORTIUM OF KENYA (RCK)
3.	SAVE THE CHILDREN
4.	DANISH REFUGEE COUNCIL
5.	JESUIT REFUGEE SERVICE - EASTERN AFRICA
6.	HIAS REFUGEE TRUST OF KENYA
7.	COMMUNITY SUPPORT INITIATIVE FOR REFUGEES
8.	UNHCR EAST, HORN & GREAT LAKES REGIONS OF AFRICA
9.	UN REFUGEE AGENCY
10.	REFUGEE POINT INTERNATIONAL
11.	SOMALI YOUTH DEVELOPMENT
12.	ACTION AID INTERNATIONAL KENYA
13.	UNICEF
14.	DAN CHURCH AID
15.	LUTHERAN WORLD FEDERATION
16.	INKOMOKO
17.	WFP- WORLD FOOD PROGRAMME
18.	JICA
19.	FILM AID INTERNATIONAL
20.	CHILD REFUGEE CENTRES INTERNATIONAL
21.	WINDLE TRUST INTERNATIONAL

22.	NORWEGIAN REFUGEE COUNCIL
23.	FINN CHURCH AID
24.	ACTION AFRICA HELP INTERNATIONAL

Source: Respective organization's Website, 2024