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Effect Of Employee Compensation on Service Delivery at Trans-Nzoia County Government-Kenya

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Abstract

The objective of this study was to evaluate the effect of employees' compensation on service delivery at Trans-Nzoia County Government-Kenya. To analyze the influence of employees' compensation on service delivery at Trans-Nzoia County Government-Kenya, a descriptive study methodology was employed. The overall number of responders was 3,400, with 400 in upper management, 1,200 in middle management, and 1800 in lower management. The research sample consisted of 40 top management workers, 120 middle management staff, and 180 lower management staff. According to the study findings, every unit increase in employee salary resulted in a proportional increase in service delivery, as evidenced by the coefficient of 0.01819. The influence of employee remuneration on service delivery was statistically significant (P-values < 0.000), implying that employee compensation was a crucial factor influencing service delivery according to the regression model. The R-squared value of 0.7549 indicated that variations in employee remuneration accounted for about 75.49% of the variance in service performance. The study contributes to the need for real improvements in service delivery systems in county governments, as well as the critical role that employee remuneration plays in driving performance and improving results for the community as a whole. This finding further not only broadens our understanding of the policy landscape but also emphasizes the need to align compensation methods with organizational goals and performance results in order to improve service delivery and overall public administration effectiveness.
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1. INTRODUCTION

In today's globally competitive work environment, many firms use a variety of human resource management tactics to improve employee job satisfaction and service quality. Similarly, the level of job satisfaction among employees plays a vital impact in deciding how a firm offers its services to its clients (Astuti & Lanin, 2020). In many public and private organisations, the quality of service delivery is primarily measured in terms of customer satisfaction, which determines the extent to which an organisation achieves its mission and the competitiveness of its services in the market. Following the Great Resignation and reports of "quiet quitting," over half of American workers said they were extremely or very satisfied with their overall job. Although smaller percentages reported high levels of satisfaction with their training and skill development alternatives, as well as their income and possibilities for progression, job discontent persists in the United States of America (PRC, 2023).

In the Europe, levels of job satisfaction and improved service delivery among young tech workers in Europe improved significantly, with a significant drop in the proportion of employees feeling unhappy in their roles, as well as work satisfaction in Europe especially among different gender variations in job satisfaction in Europe (Nunzia & Giuseppe, 2023). In India, Lalmalsawmi (2023) argued that job satisfaction should be defined as emotional and psychological experiences in any sort of workplace. In the Indian context, work without satisfaction will lead to ineffectiveness, and vice versa. This argument was based on Mullins' (2009) definition of work satisfaction in terms of what the organization desired and what the employee expected against what the person experienced. Empirical research shows that dedication and good service delivery are linked to workers' emotional attachment and participation in the organization. However, organizational commitment has emerged as the most well-recognized and examined concept of employee attachment or loyalty in most organizations.

Lalmalsawmi (2023) agreed with Weiner (2018) that organizational commitment may motivate people to perform at their best in organizational activities. Lalmalsawmi (2023) observed real- difficulties of staff remuneration and service performance in India's educational system. The survey found that discontent was widespread among private middle school instructors in terms of income about the quantity of work assigned to them, which was difficult to manage at times. In this scenario, there was a sense of under appreciation by schools for hard work and compensation structure, as well as a lack of extra incentives and clear communication about the school's aims and values, all of which contribute to poor service delivery. Mncwango, Masenge, and Puttergill (2023) discovered that in South Africa, job satisfaction was a critical factor in guaranteeing and sustaining a productive workforce. This observation resulted from the interaction of individual personal qualities, work values, requirements, and expectations, and job rewards or results, respectively. Job quality and service delivery, in turn, were only achievable with adequate working circumstances and lives for workers. Their observations in South Africa revealed that workers tended to choose extrinsic job outcomes and incentives over intrinsic ones in current labour market settings, albeit variations were visible over time. In consequence, it was established that as extrinsic wants were met, the relevance of intrinsic ones also grew.

The degree of work satisfaction among employees in private organizations in Edo State, Nigeria, was thoroughly analyzed. The findings found that employees in private organizations in Edo State, Nigeria, were happy with aspects such as workplace culture, administration and supervision, and performance evaluation. However, many wanted more than their positions and duties, incentives (salaries/benefits), and possibilities. The significance of this study cannot be overstated, as employee happiness in any organization is critical to its existence and survival (Obi & Oghounu, 2023). In Kenya, job satisfaction and its implications for service quality have been identified through leadership, compensation, and work environment, all of which remain important factors impacting employee service delivery. Employee job satisfaction has been connected to employee engagement, which determines how employees deliver public services under devolved governments (Kitur, 2021; Mutiso, Mugambi, & Maranga, 2022). Many studies have identified employee job dissatisfaction as a factor that was primarily caused by poor work compensation and a lack of a favourable environment in many organisations, as low employee compensations led to a decrease in employee work motivation and commitment, influencing most employees to provide poor quality services. The Kenyan government embarked on a lengthy journey to improve service delivery through an expanded customer satisfaction agenda, performance contracts, citizen service charters, and service delivery innovations. According to Ngumbao and Muturi (2018), this was done in response to complaints about poor service delivery, as well as bureaucracy, corruption, and inefficiencies that continue to tarnish the government's image. As a result of the passage of the new constitution on August 27, 2010, county governments were formed, with the mission to provide different public services to the general population. It was thought that county governments would bring services closer to the people, thereby improving service delivery. However, in many county administrations, service delivery in many sectors including as agriculture, health, and infrastructure development has remained inadequate, with the health sector being the most hit.

Trans Nzoia County is one of the 47 counties created by the Kenya Constitution under Article 6(1) and included in the First Schedule. Article 176 (1) of the Kenyan Constitution of 2010 provides a county government for each county, which consists of a county assembly and an executive. Trans Nzoia County is split into five sub-counties: Cherangany, Endebes, Saboti, Kiminini, and Kwanza. Despite the service delivery innovations used by the County government, such as performance contracting, service charters, and suggestion boxes, there are still vestiges of inefficiency. However, there exist loopholes for corruption and needless bureaucracy that impede the country's government's social-economic growth and attainment of Vision 2030 and other development objectives. Furthermore, the degree of work satisfaction among county employees has been a key concern, affecting service performance in many County Government agencies (Trans Nzoia County, 2022). Various issues continue to occur in County Government enterprises, mostly related to employee remuneration, which has an impact on service delivery. Every year, County Government institutions face a slew of complicated problems, notably those related to sufficient staff remuneration, which have a direct influence on service performance. The intricate tapestry of issues confronted includes a wide range of interconnected concerns, from the complexities of designing equitable and competitive compensation structures that balance fiscal constraints with the need to attract and retain skilled personnel, to the cultivation of an open, trusting, and collaborative culture through effective engagement strategies (CoG, 2022).

2. Statement of the Problem

Kenyan county governments have launched a number of programs and techniques targeted at increasing employee work satisfaction and, ultimately, improving public service performance. These efforts include professional development opportunities, performance incentives, flexible work schedules, and employee wellness programs. County governments engage in these initiatives to create a healthy work environment that promotes high morale, productivity, and the retention of qualified employees. Furthermore, recognizing that work satisfaction has a direct impact on the quality and efficiency of public services, these efforts are critical for supporting efficient government and addressing residents' requirements at the local level. Kenyan county governments have continuously improved their methods since the 2010 Constitution was enacted in order to make sure that workers feel appreciated, inspired, and empowered to give their all, improving overall service delivery and the welfare of the communities they serve. Nonetheless, one of the factors contributing to the 2010 constitution's adoption was grievances over subpar service provision. Since then, the nation's county offices have been the target of complaints from the public over poor service delivery, inefficiency, corruption, absenteeism, and neglect. Additionally, there are sporadic strikes by employees, which make it challenging for service seekers to get services in a prompt, dependable, and accommodating manner.

Additionally, a low level of employee engagement has been recorded, and the majority of employees in the Counties have been complaining about the bad work environment and poor work relations. Does Trans Nzoia County have an issue with the aforementioned? Do people receive the essential services for which the county government has allocated a significant amount of funding? In light of this, the study set out to assess the impact of worker job satisfaction on service delivery at Trans-Nzoia County Government in Kenya. As a result, it filled a notable vacuum in the literature by figuring out how employee job satisfaction affected service delivery at Trans-Nzoia County Governments in Kenya, a multicultural nation known for its breadbasket.

2.1 Objectives of the Study

To evaluate the effect of employee's compensation on service delivery at Trans-Nzoia County Government

3. Literature Review

3.1 Theoretical Review

Expectancy Theory

This study effectively employed Expectancy Theory, a psychological concept used in organizational behaviour, as a framework to analyse several important areas inside the County Government. This took into account the pay of employees, their engagement levels, the nature of their relationships with one another, the general work environment, and the effectiveness of the mechanisms used to offer services. In order to provide important insights into how employees view the link between their efforts and the outcomes they hope to accomplish, the study applied the expectancy theory in the context of these several fields (Lawler & Suttle, 2023). This method made it possible to comprehend how pay structures affect workers' motivation on a deeper level (Wabba & House, 2018). Through the use of Expectancy Theory, organisations may improve their ability to make well-informed decisions, execute strategic interventions, and raise employee happiness and overall performance. In the end, this thorough examination gave businesses a comprehensive understanding of the interdependent dynamics of worker behaviour, corporate culture, and operational efficacy, opening the door for better procedures, guidelines, and results in a range of workplace contexts (Chiang & Jang, 2018).

This theory serves as the foundation for the investigation of how Trans-Nzoia County Government service delivery is impacted by employee remuneration. Employees are more inclined to work harder when they anticipate receiving recognition for their accomplishments. The expectation theory is strongly related to the motivating tactics that businesses use to inspire their workforce. Thus, the idea holds that workers are more inclined to exert greater effort at work when they anticipate rewards. The idea of employee remuneration highlights an employee's expectations, which can lead to target achievement, high-quality service provision, and customer pleasure.

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3.2 Empirical Review

Numerous researches on topics pertaining to service delivery and employee job satisfaction have been carried out. Nonetheless, the majority of earlier research has concentrated on the difficulties in providing services to various organisations or the employment happiness of employees. Maryam, Hadiza, and Cross (2023) investigated how workers' job performance at Deposit Money Banks (DMBs) in Kano State, Nigeria, was impacted by remuneration, as determined by both financial and non-financial measures. With a study population of 1382, this research employed a primary data survey research methodology. Using Yamane's (1967) sample sizes determination procedure, a sample size of 372 was calculated. According to this study, nonfinancial pay had a positive but small impact on employee work performance, but financial remuneration had a favourable and considerable impact. This study found that wages at Deposit Money Banks (DMBs) in Kano State, Nigeria, had an impact on workers' job performance. In order to retain employees' commitment to their jobs, it was advised that the management of DMBs in Kano State, Nigeria, keep up their financial compensation practices. This would involve paying employees' full financial entitlements on time and making sure payroll is handled properly.

In Narok County, Musya and Njoroge (2023) investigated how different forms of remuneration affected the way the national police agency provided services. The Kenya Service Delivery in the National Police Service (NPS), which was based on police reforms, provided information for this research. The government had made these reforms a top priority during the previous ten years in an effort to simplify police operations and their mission. But as the 2009 Ransely study revealed, service delivery under the NPS continued to be inefficient and unsuccessful despite these modifications. In fact, these changes brought pay and benefits into line and implemented plans to improve service performance within the National Police Service (NPS). Based on the Institutional Theory and the Goal Model, this study used a descriptive research approach to examine the impact of wages, fringe benefits, and allowances on service delivery in the NPS. 1688 police officers in all, including gazetted officers, non-commissioned officers, and constables from Kenya's Narok County, were the target group. This study indicated that, with reference to Narok County, Kenya, there was a significant influence of remuneration kinds on service delivery in the NPS, utilising a sample of 167 police officers chosen using stratified random sampling.

Fulmer, Gerhart, and Kim (2023) examined the impact of remuneration on performance and provided future directions. One of the two main objectives of this study was to describe the patterns in performance and compensation since 1990. The study concentrated on academic publications that were published in the Academy of Management Journal (AMJ), Personnel Psychology (PP), and Journal of Applied Psychology (JAP). The subsequent assignment extended beyond the examination of general patterns, delving more deeply and comprehensively into the particular subject of pay for performance (PFP) and its associated domains (pay dispersion, pay communication/transparency), while concurrently referencing the wider body of research on PFP that extended beyond the three aforementioned journals. In addition, the study covered pay fairness, endogeneity, and global concerns. For each of these topics, the study offered useful takeaways and recommendations for further research. The evaluations in this study led to the conclusion that national variations existed in the worldwide work on criteria for pay and incentive distribution (Gerhart, 2008). According to Akwang and Usoro (2019), workers in companies with higher compensation showed high levels of job satisfaction, which boosted their morale and led to better service delivery? Conversely, workers in companies with lower compensation saw a rise in industrial strikes as a result of discontent, which also resulted in subpar service delivery.

According to Obasa (2021), the type of perks and awards received by workers, as well as their pay in terms of remuneration packages are among the key elements that influence their level of job satisfaction. It is hypothesized that greater employee compensation levels are positively correlated with improved job satisfaction. The study was conducted in a different nation and by different organisations, thus it is not possible to depend on the results to assess how employee remuneration affects Kenyan county governments' ability to provide services. This study will provide more insight from a local perspective by determining how employee compensation affects service delivery in County Governments in Kenya. The effect of employee compensations will focus within the context of remuneration, benefits, and employee rewards. Kitur's (2021) study was unable to demonstrate clearly how employee compensations in terms of remuneration, reward, and benefits affected employee job satisfaction and service delivery. However, the study too was undertaken in different organisations in a different country. Therefore, the findings cannot be relied upon to determine the effect of employees' compensation on service delivery in Kenyan County Governments.

3.3 Conceptual Framework

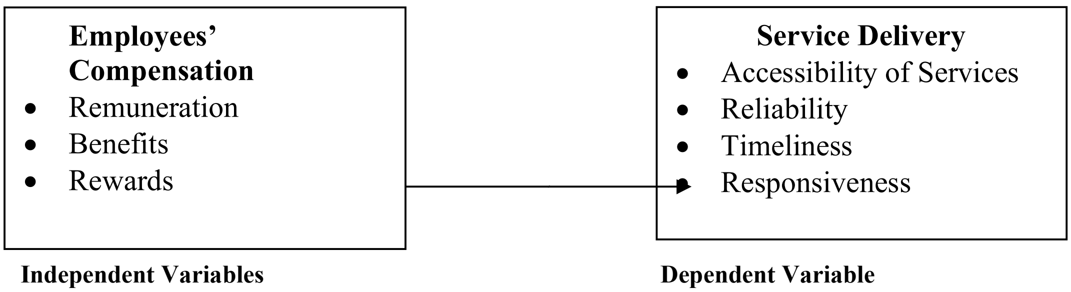

Figure 1 Conceptual Framework

County governments believe that there is a connection between providing services and employee remuneration. Just remuneration improves service delivery by increasing productivity, work satisfaction, and motivation. Poor pay can cause low morale, increased employee turnover, and poor performance. A competitive, well-balanced pay plan draws top people and functions as an incentive for achievement, raising the bar for service delivery. Putting money into equitable pay promotes engagement, loyalty, and a strong work ethic, all of which improve the calibre of services provided.

4. Methodology

A descriptive research approach was used in this study to examine how Trans-Nzoia County Government service delivery is impacted by employee salary. The 3400 workers that work in the government offices of Trans-Nzoia County made up the target population. The human resources department of Trans-Nzoia County government reports that 3400 employees are employed on a regular basis by the county, of whom 340 were chosen. The respondents were asked to mark the relevant options on a Likert scale, with 5 representing strongly agree and 1 representing strongly disagree. Using Cronbach's alpha, internal consistency reliability was utilised to assess the instrument's dependability (Al-Hemyari & Al-Sarmi, 2016).

Regression analysis was performed on quantitative data using inferential statistics to determine the impact of the independent variable on the dependent variable. Regression model summary tables, study of Variance (ANOVA) tables, and beta coefficients tables were used to display the findings of the regression study.

4.1 Data Analysis, Findings and Interpretation

Significantly, the questionnaire was designed to capture data relevant to all study variables, both independent and dependent, in alignment with the research objectives. The primary data for this study was collected using a Likert scale questionnaire, thereby restricting the research to the analysis of primary data. As part of the diagnostic processes, the variables' normality, heteroscedasticity, linearity, and multicollinearity were evaluated to make sure they satisfied the requirements for being the Best Linear Unbiased Estimators (Chan, Leow, Bea, Cheng, Phoong, Hong, & Chen, 2022). To assess the validity and reliability of the data collection instruments, a pilot study was conducted on 34 respondents, or 10% of the sample population, in the nearby County of Uasin Gishu County, which has similar traits to Trans Nzoia County.

This was done in compliance with Mugenda and Mugenda's (2012) suggestion that around 10% of the sample size be used for a pilot test. As suggested by Ercan, Yazici, Sigirli, Ediz, and Kan (2007), Cronbach's alpha analysis was conducted to assess the instruments' reliability and internal consistency. This is a reliable method of assessing internal consistency. The study's variable reached the acceptable level, with a Cronbach alpha value of 0.794.

4.1.1 Correlation Analysis

Correlation analysis was conducted to assess the association between employee compensation and service delivery. The detailed findings can be observed in Table below.

Table 1 Correlations Matrix

Correlations

		Service Delivery	Employees Compensation
Service Delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	1951	
Employees Compensation	Pearson Correlation	0.852**	1
	Sig. (2-tailed)	.000	
	N	1951	1951

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

The statistical investigation of the link between employee remuneration and service delivery revealed a high positive correlation (coefficient value = 0.852), indicating a strong and substantial association. This link was determined to be statistically significant with an extremely low p-value of 0.000, implying a high degree of confidence in the results. The observed link has a confidence level of 99%, indicating a strong and stable relationship between employee remuneration and service delivery outcomes.

These findings provide light on how employee remuneration might affect the quality and efficiency of service delivery in Trans Nzoia County Government. The high link shown emphasizes the necessity of fair and competitive remuneration policies in achieving great service delivery outcomes. The findings of this study emphasize the critical role that employee remuneration plays in creating a productive and successful work environment conducive to providing high-quality services. Overall, this study emphasizes the need of treating employee remuneration as a critical aspect in achieving optimal service delivery performance. This finding is consistent with that of Maryam, Hadiza, and Cross (2023), Musya and Njoroge (2023), Fulmer, Gerhart, and Kim (2023), Obasa (2021), and kwang and Usoro (2019).

4.1.2 Regression analysis

Regression analysis was utilized to determine the association between the employees' compensation and service delivery as demonstrated in table below.

Table 2: Regression Model Summary

Regression analysis of employee's compensation on service delivery

Variables	Coef.	SE	P>|t|	t	Root MSE	R^2	AdjR^2	F
					.0752	0.7549	0.7547	5140.0
Constant	1.7954	.00522	0.000	343.75				
Employee Compensation	.01819	.00025	0.000	71.69				

The regression analysis used to examine the association between employee compensation and service performance yielded a coefficient constant of 1.7954 and an employee compensation coefficient of 0.01819. In summary, the data reveals that for every unit increase in employee salary, there is a proportional rise in service delivery, as shown by the coefficient of 0.01819. As a result, the impact of employee remuneration on service delivery is central to this regression study, illustrating the necessity of fairly compensating individuals for their efforts in improving overall service quality. The regression analysis indicated that the whole model's standard error was 0.00522, and these statistical measurements give useful insights into the dynamics of employee compensation and service quality.

The constant coefficient and the employee compensation coefficient were both statistically significant (P-values < 0.000), showing a strong link. This suggests that changes in employee remuneration are substantially correlated with fluctuations in the dependent variable being studied. This study suggests that employee remuneration is a critical factor impacting service delivery in the regression model, emphasising the need of thinking about and perhaps modifying staff compensation levels to obtain desired results. In essence, numerical values of 0.000 for both the constant and employee compensation coefficients indicate a high degree of confidence in the link between employee compensation and the dependent variable, emphasising its importance in the predictive model.

The regression study investigating the link between employee salary and service delivery revealed a substantial relationship, as proven by a t-test constant value of.0752. This constant figure demonstrates that employee remuneration has a consistent influence on service delivery. Furthermore, the t-test result of 71.69 for staff salary indicates a large and statistically significant influence on service performance. In practice, this means that when employee salary rises, service performance tends to improve dramatically. As a result, organisations may consider modifying their compensation policies to improve the overall efficacy of their service delivery.

The regression model's average difference between actual and predicted values is indicated by the Root Mean Square Error (RMSE) value of 0.0752. The model's predictions are more likely to be correct and closely match the actual data on employee compensation and how it affects service delivery if the RMSE score is less than 0.0752. Consequently, the analysis's RMSE value of 0.0752 indicates that the regression model properly captures the link between employee remuneration and service performance, with little variation between the values that were predicted and those that were observed. When evaluating the accuracy and dependability of the regression analysis results pertaining to the association between employee remuneration and service performance measures, the RMSE = 0.0752 is a useful metric.

Changes in employee remuneration may account for around 75.49% of the variance in service delivery, according to the R-squared value of 0.7549. The model's ability to capture this link and account for the amount of variables included is further supported by the adjusted R-squared value, which was 0.7547. Finally, given the robust statistical association shown, these results imply that employee pay has a substantial impact on the results of service delivery. The high R-squared value suggests that the model fits the data well, suggesting a high degree of predictability in the relationship between changes in employee salary and service delivery success. The robust correlation between these variables, as seen by the exceptionally high F-value of 5140.0, suggests that employee remuneration has a substantial impact on service delivery results. With such a high F-value, it is likely that changes in employee pay levels within the examined data set are highly correlated with shifts in service delivery performance. Put into action, this implies that changes in employee pay have a significant effect on the effectiveness and caliber of services provided by the company. This finding is consistent with that of Maryam, Hadiza, and Cross (2023), Musya and Njoroge (2023), Fulmer, Gerhart, and Kim (2023), Obasa (2021), and kwang and Usoro (2019),

4.1.3 The ANOVA analysis

Table 3 ANOVA analysis

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.152	1	145.152	5181.930	.000[b]
	Residual	54.594	1949	.028		
	Total	199.745	1950			

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), Employee Compensation

In the analysis that examined the connection between employee compensation and service delivery, the findings from the ANOVA output were quite significant. Specifically, the results showed that the Regression Mean Square value was determined to be 145.152, indicating the variance explained by the regression model. Additionally, the Residual Mean Square value was calculated to be 0.028, representing the unexplained variance left within the model. The F-statistic, with a substantial value of 5181.930, reflected the ratio of the variability accounted for by the model compared to the residual variability.

Moreover, the statistical significance denoted by the p-value of .000 highlighted that these results were unlikely to have occurred by random chance alone. This comprehensive statistical analysis provides valuable insights into the relationship between employee compensation and service delivery, emphasizing the impact of compensation on the quality and efficiency of service provision. These results underscore the importance of investing in employee compensation as a means of enhancing service delivery processes, ultimately leading to improved organizational outcomes and increased stakeholder satisfaction.

4.1.4 Regression Analysis

Table 4: Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.565	.008		206.400	.000	1.550	1.580
	Employee Compensation	.029	.000	.852	71.986	.000	.028	.029

a. Dependent Variable: Service Delivery

In the analysis of the relationship between employee compensation and service delivery, the regression results demonstrated significant findings. Specifically, the output indicated Constant Unstandardized Coefficients of 1.565 and Unstandardized Coefficients of 0.029 for Employee Compensation. This suggests that for every unit increase in Employee Compensation, there is a corresponding increase in the service delivery output. Furthermore, these coefficients provide insights into the distinguished dynamics at play within this relationship.

When probing deeper into the percentage explanations between employee compensation and service delivery, it becomes evident that Employee Compensation plays a crucial role in influencing the ultimate service delivery outcomes. The coefficient value of 0.029 implies that a 1-unit increase in employee compensation is associated with a 0.029 increase in service delivery. This highlights the positive impact that investing in employee compensation can have on enhancing service delivery performance.

By understanding the statistical relationship between these variables and the implications of the coefficients, organizations can make informed decisions regarding employee compensation strategies to optimize service delivery efficiency. It underscores the importance of recognizing the value of fair compensation practices in driving improved service delivery outcomes. Through such data-driven insights, businesses can align their compensation practices with service delivery goals, ultimately leading to enhanced overall performance and customer satisfaction.

In the examination of the relationship between employee compensation and service delivery, the regression analysis produced some significant findings. Specifically, the regression output highlighted a constant t-value of 206.400, reflecting the stability and influence of the baseline factor in this relationship. Moreover, the t regression value for employee compensation was notably significant at 71.986, indicating a strong connection between the compensation levels provided to employees and the resulting impact on service delivery outcomes. This suggests that as employee compensation increases, there is a corresponding positive effect on the quality and efficiency of service delivery.

The statistical measures derived from the regression analysis provide valuable insights into the intricate dynamics at play within the context of employee compensation and service delivery. It is evident that the compensation packages offered to employees play a crucial role in shaping their performance and motivation, ultimately influencing the overall delivery of services. By understanding and leveraging these relationships, organizations can optimize their compensation strategies to enhance service delivery effectiveness and drive positive outcomes. The robust statistical evidence presented in the regression output sheds light on the distinguished interplay between employee compensation and service delivery, underlining the importance of aligning these factors strategically for organizational success.

In the analysis that examined the association between employee compensation and service delivery, the regression results indicated statistical significance. Specifically, the constant term showed a p-value of 0.000, suggesting a strong relationship with service delivery. Similarly, the p-value for employee compensation was also 0.000, underscoring its substantial impact on service delivery outcomes. This statistical finding implies a robust link between how employees are remunerated and the quality of services provided. The low p-values for both the constant and employee compensation variables further reinforce the notion that these factors play a critical role in shaping service delivery performance.

Overall, these results underscore the importance of adequate compensation for employees in ensuring effective service delivery. The statistical significance of both the constant and employee compensation variables highlights the need for organizations to carefully consider how they compensate their employees in order to optimize service quality. These findings suggest that decisions around employee compensation are key components in driving improvements in service delivery standards. The significant associations unveiled by the regression analysis emphasize the intricate connection between employee compensation policies and the overall effectiveness of service delivery mechanisms.

In analyzing the connection between employee compensation and service delivery, the regression analysis unveiled pertinent insights. Specifically, the standardized coefficient for employee compensation stood prominently at 0.852, suggesting a strong positive relationship between the two variables. Additionally, the constant term of 206.400 provided a baseline reference point for further interpretation of the results. The robust coefficient value of 0.852 indicates that for every unit increase in employee compensation, there is a corresponding significant increase in service delivery performance, highlighting the crucial role compensation plays in motivating and incentivizing employees to deliver high-quality service.

The constant term of 206.400 served as a crucial anchor in the model, representing the expected service delivery level when employee compensation is at a baseline level. This foundational information can serve as a valuable basis for decision-making processes within organizations, guiding strategic initiatives aimed at optimizing employee compensation structures to enhance service delivery outcomes. The clear and substantial coefficient value underscores the importance of prioritizing fair and competitive compensation packages to drive employee engagement and ultimately bolster service delivery effectiveness. This finding is consistent with that of Maryam, Hadiza, and Cross (2023), Musya and Njoroge (2023), Fulmer, Gerhart, and Kim (2023), Obasa (2021), and kwang and Usoro (2019). The prediction model is therefore as below; $Y = 1.565 + 0.029X_1$

5 Conclusion

These findings from this study suggest a strong relationship between employee compensation and service delivery performance in the context of this government organization. Consequently, it can be inferred that higher levels of employee compensation positively influence the level of service delivery within the organization, as evidenced by the observed coefficients. This implies that investing in employee compensation could prove to be an effective strategy for enhancing service delivery outcomes at Trans-Nzoia County Government. Therefore, based on these findings, it is recommended that the government consider revisiting and potentially reevaluating its compensation structure for employees to further optimize service delivery and overall organizational performance. In conclusion, the study highlights the importance of employee compensation as a crucial factor in driving better service delivery within the county administration.

6 Recommendations

Given these results, it is recommended that the Trans-Nzoia County Government takes proactive measures to review and potentially adjust its employee compensation structure to further enhance service delivery. This could involve conducting a comprehensive assessment of the current compensation packages offered to employees and ensuring that they are competitive and align with industry standards. Additionally, investing in employee training and development programs could prove beneficial in fostering a more skilled and motivated workforce, consequently leading to improved service delivery.

However, establishing clear performance evaluation metrics linked to employee compensation can incentivize staff members to strive for excellence in their service delivery roles. By implementing a system that rewards exceptional performance, the county government can cultivate a culture of efficiency and effectiveness among its employees. Ultimately, prioritizing employee compensation and recognition can contribute significantly to the overall quality of services provided by the government agency, thereby benefitting both the employees and the residents of Trans-Nzoia County.

7 Limitations of The Study

Some respondents were initially hesitant to provide sensitive information, but this was allayed when they were assured that their replies would remain private. Due to their hectic schedules, some respondents were unable to complete the questionnaire in the allotted time. In these situations, the researcher employed the drop-and-pick strategy, which was reinforced by calls and brief messages serving as reminders.

8 Areas for Additional Research

These results indicated a strong relationship between employee compensation and service delivery within the governmental context of Trans-Nzoia County in Kenya. As researchers investigate deeper into this study, it is imperative to consider various areas for further exploration to enhance understanding and provide more comprehensive insights. Future investigations could focus on the long-term implications of employee compensation on sustained service quality, the role of motivation in service delivery efficiency, the influence of organizational culture on employee performance in relation to compensation, and the potential strategies for optimizing employee compensation structures to improve overall service delivery outcomes. Additionally, exploring the perceptions and experiences of employees regarding compensation and its effect on motivation and job satisfaction could offer valuable qualitative insights. By addressing these research areas, scholars can broaden the understanding of the intricate dynamics between employee compensation and service delivery, thereby contributing to the enhancement of organizational practices and policies within the public sector.

9. Study Contribution to Theory

The results of the study yielded statistically significant findings. These findings have significant implications when viewed through the lens of expectancy theory, a motivational framework that posits the relationship between effort, performance, and outcomes. In this context, the strong correlation between employee compensation and service delivery highlights the role of rewards in shaping employee motivation and performance. By demonstrating the tangible impact of compensation on service delivery, the study provides empirical evidence in support of expectancy theory, reinforcing the idea that individuals are more likely to exert effort and deliver superior performance when they perceive a clear link between their actions and desired outcomes. Furthermore, these findings underscore the practical relevance of expectancy theory in organizational settings, as they showcase how aligning compensation practices with performance expectations can lead to improved service delivery and organizational effectiveness.

10. Study Contribution Policy

These results shed light on the influential role that adequate employee compensation plays in enhancing service delivery within the County Government. Moving forward, these insightful findings have substantial implications for policy development within the County Government. By recognizing the correlation between employee compensation and service delivery, policymakers can prioritize allocating resources towards enhancing compensation packages for employees. Implementing policies that ensure fair and competitive compensation can serve as a strategic tool to motivate employees, improve job satisfaction, and ultimately enhance the overall service delivery efficiency. Furthermore, understanding the specific impact of different variables, such as employee compensation, on service delivery can guide the County Government in making evidence-based decisions to optimize operations and achieve organizational goals effectively.

In conclusion, by acknowledging the significant relationship between employee compensation and service delivery, policymakers in the Trans-Nzoia County Government have a valuable opportunity to implement targeted policies that promote employee satisfaction and, in turn, elevate the quality and efficiency of service delivery. This proactive approach can lead to a more motivated workforce, improved performance outcomes, and enhanced overall organizational success.

11. Study Contribution Practice

These findings hold promise for practical applications in the realm of organizational management. By highlighting the strong influence of employee compensation on service delivery outcomes, this study underscores the importance of investing in employee welfare to enhance the overall performance of public institutions like the County Government of Trans-Nzoia. The statistically significant relationship between compensation packages and service provision efficiency indicates that strategic adjustments in compensation structures can lead to tangible improvements in service quality and overall organizational effectiveness. Employers and policymakers in both public and private sectors can leverage these research findings to devise more effective human resource management strategies that prioritize fair and competitive compensation schemes. By recognizing the direct impact of employee compensation on service delivery, organizations can optimize their resources and foster a more productive and motivated workforce. This study thus serves as a valuable reference point for decision-makers seeking evidence-based approaches to enhance service quality and operational efficiency within their organizations.

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