



WOMEN LEADERSHIP DEVELOPMENT AND SERVICE DELIVERY IN NAIROBI COUNTY GOVERNMENT, KENYA

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ABSTRACT

Devolution in Kenya, mandated by the 2010 Constitution, aims to promote equitable distribution of resources, enhance local governance, and improve service delivery at the county level. However, challenges persist in realizing these objectives, particularly within Nairobi County Government. The purpose of this study is to establish the influence of women leadership development on service delivery in Nairobi County Government, Kenya. Specifically, the study sought to evaluate the influence of talent attraction on service delivery in Nairobi County Government, Kenya and to assess the effect of Talent development on service delivery in Nairobi County Government, Kenya. This study used descriptive research design. The Nairobi county government was the unit of analysis while senior managers formed the unit of analysis. Therefore, the target population was 325 management employees working in the County. The study's sample size was reached at using Krejcie and Morgan sample size determination formula. Therefore, using the formula, the sample size for the study was 176 respondents. The respondents were chosen with the help of simple random sampling technique. This study used questionnaire to collect data relevant to this study. Quantitative data collected was analyzed using descriptive statistical techniques which are frequencies, mean, standard deviation. Inferential statistics which include Pearson correlation and the Regression Analysis Model was used to test the relationship between study variables. The significance of the model was tested at 5% level of significance. Data was analysed using Statistical Package for Social Sciences (SPSS) software. The study results were presented through use of tables and figures. The study concludes that talent attraction has a positive and significant effect on service delivery in Nairobi County Government, Kenya. In addition, the study concludes that talent development has a positive and significant effect on service delivery in Nairobi County Government, Kenya. This study therefore recommends the county government should establish targeted partnerships with local universities and vocational training institutions. By forging strong relationships with these educational institutions, the County Government can create internship programs, apprenticeships, and recruitment pipelines that attract young, talented individuals eager to contribute to public service. In addition, the study recommends that the county government should establish a comprehensive mentoring and coaching program for employees. This program should pair experienced senior staff members with junior or less experienced employees across different departments and functions within the government.

Key Word: Women Leadership Development, Talent Attraction, Talent Development, Service Delivery

Background of the Study

In recent decades, there has been a growing recognition worldwide of the importance of gender diversity in leadership and its impact on organizational performance and service delivery. Women, historically underrepresented in leadership roles, bring unique perspectives and skills that contribute to more effective decision-making, innovation, and governance (Kayumbe, & Wanyoike, 2021). As countries strive towards achieving gender equality and inclusive development, the role of women in leadership positions within governmental institutions has become a focal point of research and policy initiatives (Imanaturikumwe, & Oniye, 2022).

Women have long been the mainstay of communities and are heavily involved in community initiatives in various forms. Though often the unsung heroes of community action, women's role in community development has become increasingly important. In some communities, they have established themselves as leaders in community development and acquired the skills that have brought positive change to their communities. Women leaders play key roles in establishing and maintaining important relationships and networks in their communities. They face cultural, economics, and social barriers in leading the community and in many cases overcoming those barriers become their motivation (Gakuya, & Gichure, 2020). While their comprehensive approach has influenced the evolution and nature of community development, women's contributions have been neither widely acknowledge nor explicitly credited. The results of this study provide deeper insights into women's thinking about leadership and community development, the barriers they perceive to women's leadership, their leadership styles and strategies that should be undertaken to facilitate and promote their status and roles in community development (Ebepinu, Oguntuase, & Oruma, 2023).

Women leadership development refers to intentional and systematic efforts aimed at empowering women to assume leadership roles within organizations and communities (Dickson, 2020). It involves strategies and programs designed to enhance women's leadership skills, capabilities, and opportunities for career advancement. Women leadership development initiatives typically focus on addressing gender-specific barriers and biases that hinder women from accessing leadership positions (Chepkurui, & Kemutai, 2020). These initiatives may include mentoring programs, leadership training workshops, networking opportunities, advocacy for gender equality in leadership roles, and creating inclusive organizational cultures that support women's professional growth and leadership aspirations. The ultimate goal of women leadership development is to foster gender diversity in leadership positions and promote inclusive decision-making processes that contribute to organizational success and societal progress (Auranzeb & Bhutto, 2020).

In Indonesia, Musnadi and Kesumba (2020) examined on the effect of women's leadership development on the effectiveness of organization and its impact on the performance of women's organization in Aceh Province. This research population is 28 women's organizations with a total membership of 3096 people with a sample of 130 people. The data in this study were collected using a personal questionnaire. The study found that women's leadership development and organization effectiveness have a significant effect on the enhancement and success of women's organization performances in Aceh and the mediation test found that there was an effect of women's leadership development on organization performance through the effectiveness of women's organizations in Aceh. The study concluded that there is an influence of women's leadership development on organization performance through the effectiveness of women's organizations.

Hassan and Silong (2019) revealed that women have not been active in local politics and are relatively inactive in public processes due to institutional, socio-economic and cultural constraints. However, times are changing. There is now an acceptance that women can and do play a vital role

in community affairs, particularly in contributing to the achievement of community security, development and progress. This article documents the experiences of three female leaders in their quest to unite and lead their peers in the betterment of their communities. This qualitative research employed various methodologies such as in-depth interviews, observations and document analysis. Specifically, the research findings described and analyzed the leadership understanding and styles, reasons for becoming leaders, barriers of women leadership and strategies employed by these women leaders in developing the community.

Gakuya and Gichure (2020) in Kenya investigated on the influence of women leadership development on governance of county governments: a case study of Nairobi County Government. This study used descriptive research design and data was collected from both primary and secondary sources targeting a population of sixty four (64) women leaders in both county executive and county assembly in Nairobi County. The study found a relationship between women leadership and governance and when correlated against leadership competences; governance has a very strong relationship which was statistically significant. The study concluded that for Nairobi County Government to effectively deliver services to citizens and improve livelihoods; leaders have to play their roles, apply different styles, show competences, overcome constraints and have the tenets of good governance. The study failed to show the influence of women leadership development (talent attraction, talent development, talent retention and succession planning) on service delivery in Nairobi County Government, Kenya.

In Kenya, Nyaywera, Kahuthia and Gakenia (2021) assessed on the influence of women leadership development on performance of non-governmental organization: a case of care for HIV/AIDS organization. The study adopted a descriptive research design using primary data collected through a structured questionnaire. The population for this study was all the 108 employees at Care for HIV/AIDS Organization. The study found that women leadership development positively influenced performance of non-governmental organizations. The study concluded that CFA leaders take charge of situations in the organization as they arise to avoid procrastination and delay of events.

Ondari, Were and Roich (2022) in Kenya effect of women leadership development on organizational performance of state corporations. The study adopted a descriptive research design. The leaders from all State corporations formed the population for this study. The study found that there was a significant relationship between women leadership development and organizational performance of state corporations in Kenya. The study concluded that there exists a significant and positive relationship between women leadership development and organizational performance of state corporations in Kenya.

Statement of the Problem

Devolution in Kenya, mandated by the 2010 Constitution, aims to promote equitable distribution of resources, enhance local governance, and improve service delivery at the county level. However, challenges persist in realizing these objectives, particularly within Nairobi County Government. Despite efforts to decentralize governance and allocate resources closer to the people, inefficiencies, bureaucratic hurdles, and disparities in service delivery persist. These challenges are exacerbated by inadequate leadership capacity, including underrepresentation of women in decision-making roles. Women, who constitute a significant portion of the population and workforce, are underrepresented in senior leadership positions within Nairobi County Government. This underrepresentation not only hinders gender parity but also limits the potential benefits of diverse leadership perspectives in improving organizational performance and service delivery outcomes (Gakuya, & Gichure, 2020).

According to a report by the International Labour Organization (ILO), women hold only 24% of senior managerial positions globally, highlighting a persistent gender gap in leadership roles. In Nairobi County Government, statistics indicate that out of the total leadership positions, women occupy only 30%, suggesting a significant disparity in leadership representation (Kirinyet, Karanja, & Odhiambo, 2021). Research by McKinsey & Company found that companies with higher gender diversity in executive teams were 21% more likely to outperform on profitability and 27% more likely to have superior value creation. In the context of public service, a study in the United States showed that municipalities led by women may be associated with better fiscal management and improved service delivery outcomes compared to those led by men (Kayumbe, & Wanyoike, 2021). A survey conducted among Nairobi County residents revealed that 65% believe that gender diversity in leadership positively impacts decision-making processes, potentially leading to better service delivery outcomes (Chirchir, & Koros, 2021).

Research has shown that gender-diverse leadership teams tend to exhibit enhanced decision-making capabilities, innovation, and organizational performance (Mishra, Sharma, & Kumar, 2020). However, there is a gap in understanding how specific women leadership development initiatives can address these challenges and contribute to improved organizational performance within Nairobi County Government. By examining the influence of women leadership development on service delivery metrics such as efficiency, responsiveness, and citizen satisfaction, this study sought to fill this gap. It aims to provide empirical evidence on the effectiveness of women leadership development programs in enhancing governance practices, optimizing resource allocation, and ultimately improving service delivery outcomes in Nairobi County.

General Objective

The purpose of this study is to establish the influence of women leadership development on service delivery in Nairobi County Government, Kenya

Specific Objectives

This study sought to answer the following specific objectives

- i. To evaluate the influence of talent attraction on service delivery in Nairobi County Government, Kenya
- ii. To assess the effect of Talent development on service delivery in Nairobi County Government, Kenya

Theoretical Review

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, developed by Frederick Irving Herzberg (1968) is a seminal framework in the field of organizational behavior that seeks to understand the factors that contribute to job satisfaction and dissatisfaction. Developed by Frederick Herzberg in the 1950s through interviews with employees, this theory posits that satisfaction and dissatisfaction at work are influenced by separate sets of factors. Firstly, Herzberg identified Hygiene Factors, which are extrinsic factors that, when absent or inadequate, can lead to dissatisfaction among employees. These factors include aspects of the work environment such as salary, job security, company policies, quality of supervision, and working conditions. Hygiene factors are necessary for creating a baseline level of comfort and job stability. However, their presence alone does not lead to motivation or satisfaction; instead, their absence can create dissatisfaction and demotivation among employees (Mishra, Sharma & Kumar, 2020).

Secondly, Herzberg identified Motivational Factors, which are intrinsic factors that contribute to job satisfaction and motivation. These factors are related to the content of the work itself and include aspects such as achievement, recognition, responsibility, opportunities for growth and advancement, and the nature of the work tasks. According to Herzberg, these factors are crucial for fostering job satisfaction and motivation because they address the higher-level needs of individuals and fulfill their desire for personal growth, achievement, and meaningful work. Herzberg argued that Motivational Factors play a more significant role in creating job satisfaction and motivating employees compared to Hygiene Factors. While Hygiene Factors are necessary to prevent dissatisfaction and create a stable work environment, they do not lead to sustained motivation or higher levels of performance. In contrast, Motivational Factors are directly linked to job satisfaction and can lead to improved performance, higher productivity, and greater commitment from employees when present in the work environment (Ebepinu, Oguntuase & Oruma, 2023). This theory is relevant in evaluating the influence of talent attraction on service delivery in Nairobi County Government, Kenya.

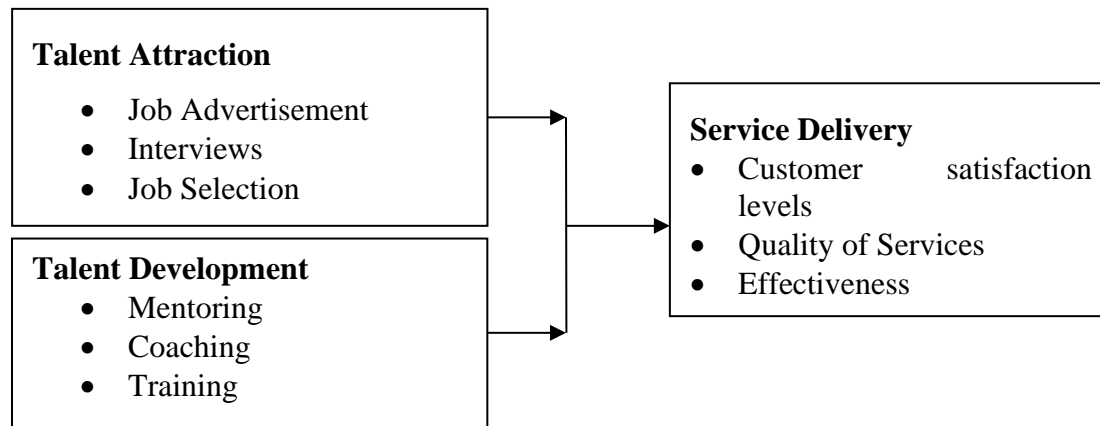
Contingency Theory of Leadership

Contingency Theory of Leadership founded by Fred Edward Fiedler (1964) posits that there is no one-size-fits-all approach to leadership effectiveness. Instead, it emphasizes that leadership success depends on various situational factors. Developed in the mid-20th century by scholars such as Fred Fiedler, Contingency Theory suggests that different leadership styles may be more effective depending on the specific context in which they are applied. Central to Contingency Theory is the concept of "fit" between the leader's style and the characteristics of the situation. The theory proposes that effective leadership is contingent upon the leader's ability to assess and adapt to the demands of a given situation. For example, in some situations, a task-oriented or directive leadership style may be more effective when tasks are clear and outcomes are well-defined. In contrast, in situations where tasks are ambiguous or complex, a more participative or supportive leadership style might be more suitable to encourage innovation and collaboration among team members (Auranzeb & Bhutto, 2020).

Contingency Theory also highlights the importance of matching leadership styles with the maturity and readiness of the followers or team members. Leaders must assess the competence and commitment levels of their team members and adjust their approach accordingly. This means that effective leaders are flexible and able to modify their leadership behaviors to best meet the needs of their followers and the demands of the situation at hand. Moreover, Contingency Theory acknowledges that external environmental factors can influence leadership effectiveness. Factors such as organizational culture, market conditions, and regulatory requirements can all impact the effectiveness of leadership styles. Leaders who are attuned to these external contingencies are better positioned to navigate challenges and capitalize on opportunities to achieve organizational goals (Imanaturikumwe & Oniye, 2022). This theory is relevant in assessing the effect on talent development and service delivery in Nairobi County Government, Kenya.

Conceptual Framework

A conceptual framework is a research tool that is used to communicate as well as developing a clear understanding of the topic under study (Kombo & Tromp, 2019). It shows the expected relationship between the dependent and the independent variables. In this study, the independent variables are the women leadership development. The constructs of this independent variable include; talent attraction, Talent development, Talent retention and succession planning while the dependent variable is service delivery in Nairobi County Government, Kenya.



Independent Variables

Dependent Variable

Figure 2. 1: Conceptual Framework

Talent Attraction

Talent attraction refers to the strategic process of identifying, attracting, and recruiting skilled individuals who possess the qualifications, competencies, and attributes desired by an organization (Mishra, Sharma & Kumar, 2020). It involves creating and implementing targeted strategies and initiatives to effectively market the organization as an attractive employer to potential candidates. Talent attraction aims to not only fill current job vacancies but also to build a pipeline of talented individuals who align with the organization's goals, culture, and values (Ebepinu, Oguntuase & Oruma, 2023).

Job advertisement plays a crucial role in talent attraction by serving as the initial point of contact between an organization and potential candidates. It serves to inform, attract, and persuade qualified individuals to apply for open positions within the organization. Effective job advertisements not only outline the responsibilities and requirements of the job but also highlight the organization's values, culture, and unique selling points as an employer. This helps to create a compelling narrative that resonates with the desired candidate pool. Job advertisements should be tailored to target specific audiences through appropriate channels such as online job boards, social media platforms, industry publications, and networking events (Muyela & Kamaara, 2021).

Interviews are a critical component of the job selection process, serving as an opportunity for organizations to assess candidates' suitability for a position and for candidates to learn more about the organization and its culture. Interviews can take various forms, including one-on-one interviews, panel interviews, structured interviews, and behavioral interviews, depending on the organization's preferences and the nature of the role. During interviews, employers evaluate candidates based on their qualifications, skills, experience, and alignment with the organization's values and cultural fit. Candidates, on the other hand, use interviews to showcase their capabilities, demonstrate their interest in the role, and assess whether the organization aligns with their career aspirations. Effective interviews involve asking relevant questions, assessing candidates objectively, and providing candidates with a positive and respectful experience that reflects the organization's commitment to fair and transparent recruitment practices (Wangechi, Koome & Gesimba, 2020).

Job selection refers to the final stage of the recruitment process where the organization identifies and chooses the most suitable candidate for the job from among the applicants who have been interviewed. This decision is based on a thorough assessment of each candidate's qualifications, performance during interviews, references, and any additional assessments or tests conducted during the recruitment process. Job selection involves weighing various factors such as skills

match, experience, cultural fit, potential for growth, and alignment with the organization's values and objectives. Employers strive to select candidates who not only possess the necessary technical skills and competencies but also demonstrate the potential to contribute positively to the organization's success and enhance its overall effectiveness (Roba, Wachira & Mwenda, 2024).

Talent Development

Talent development refers to the intentional and systematic process of enhancing the knowledge, skills, abilities, and competencies of individuals within an organization (Mwangi & Makokha, 2022). It involves activities and initiatives designed to nurture the potential and capabilities of employees to prepare them for current and future roles and responsibilities (Auranzeb & Bhutto, 2020).

Mentoring is a developmental relationship where a more experienced or knowledgeable individual (mentor) provides guidance, support, and advice to a less experienced person (mentee) within an organization. Mentoring relationships are typically focused on career development, personal growth, and skill enhancement. Mentors share their expertise, insights, and experiences to help mentees navigate challenges, develop new perspectives, and achieve their professional goals. Mentoring is often informal and can occur organically through relationships formed within the workplace or through structured mentoring programs established by the organization. It plays a crucial role in talent development by fostering knowledge transfer, enhancing leadership capabilities, and promoting a culture of continuous learning and development (Imanaturikumwe & Oniye, 2022).

Coaching in the context of talent development involves a structured and goal-oriented process where a coach works one-on-one with an individual (coachee) to enhance their performance, develop specific skills, and achieve personal and professional objectives. Unlike mentoring, which often focuses on career advice and broader developmental goals, coaching is more task-oriented and focuses on addressing specific challenges, improving performance in current roles, and preparing for future responsibilities. Coaches use a variety of techniques such as active listening, questioning, feedback, and goal setting to help coachees identify strengths and areas for improvement, build confidence, and overcome obstacles. Coaching is effective in fostering individual growth, improving job satisfaction, and accelerating career progression by providing personalized support and guidance tailored to the coachee's needs and aspirations (Chepkurui & Kemutai, 2020).

Training is a formal and structured process aimed at equipping employees with the knowledge, skills, and competencies required to perform their current job roles effectively or to prepare for future responsibilities within the organization. Training programs can cover a wide range of topics including technical skills, industry-specific knowledge, leadership development, communication skills, and compliance requirements. Organizations invest in training to ensure that employees remain competent, adaptable, and capable of meeting evolving job demands and organizational goals. Training methods may include workshops, seminars, online courses, on-the-job training, and certifications, depending on the nature of the training needs and the preferences of the organization (Kayumbe & Wanyoike, 2021).

Empirical Review

Talent Attraction and Service Delivery

Mishra, Sharma and Kumar (2020) conducted a study on talent attraction in the hospitality sector and its impact on organizational performance. The study has been based on empirical and secondary data collected from 70 luxury and budget hotels across seven countries in Asian region. The study found that talent attraction has a significant and positive impact on the organizational

performance of the hospitality industry. The study concluded that talent attraction had greater effectiveness in luxury hotels as compared to budget hotels.

Ebepinu, Oguntuase and Oruma (2023) investigated on talent attraction and organizational performance: a study in South-West Nigeria. A questionnaire was used as a research instrument to source data from a population of 186 employees from the two selected firms. Multi-stage sampling procedure was deployed to arrive at a sample size of 127. The study found that talent attraction has a significant positive effect on organizational performance. The study concluded that talent attraction has a strong association with timely product delivery, customer satisfaction, and employee satisfaction, which are measures of organizational performance.

Muyela and Kamaara (2021) assessed on the effect of talent attraction on employee performance in the civil service in Kenya: a case study of manufacturing sector state departments in the ministry of industry, trade and cooperatives. A descriptive survey design was used and stratified simple random sampling technique was employed to enable select the respondents from the different departments in the ministry. The study targeted 1069 employees in the ministry's department of industry, trade, and cooperatives. A sample size of 291 respondents was selected from the different departments using the Israel sampling formulae. The study found that talent attraction positively and significantly has effect on employee performance in the ministry of Industries, Trade and Cooperatives in Kenya. The study concluded that talent attraction positively and significantly influences performance of employees in the Ministry of Industries, Trade and Cooperatives.

Wangechi, Koome and Gesimba (2020) researched on the effect of talent attraction on service delivery in the hospitality industry: a critical approach to learning and development process. The study employed a cross-sectional survey design to determine the relationship between the variables. The target population was 310 employees of three hotels who comprised of supervisors, room stewards, food and beverage managers, waiters, storekeepers, and chefs in three hospitality establishments in Nyeri County. The research used a stratified sampling technique to select 104 participants for the study. The study found that talent attraction has a significant and positive influence on service delivery. The study concluded that talent attraction had a positive influence on the organizational performance of the hotels and lodges.

Roba, Wachira and Mwenda (2024) examined on talent attraction and service delivery in sub-national government in Kenya. The study utilized the descriptive design and critically examined the HRM structures by sampling 140 respondents. The study found that service delivery positively correlated with talent attraction. The study concluded that talent attraction is crucial to improving service delivery in Kenya's sub-national (county) governments.

Talent Development and Service Delivery

Auranzeb and Bhutto (2020) investigated on the influence of talent development in enhancing organization performance (evidence from service sector companies in Pakistan). The study uses survey method to collect the data from the organization. The sample size of this study was 384 top managers of service sector companies. The study found a significant effect of talent development on organizational overall performance. The study concluded that components of talent development had positive influence on the organization performance.

Imanaturikumwe and Oniye (2022) assessed on talent development and organizational performance in public entities, a case of Rwanda social security board. The study applied both descriptive and correlational research designs. The population of this study included two-hundred ten RSSB employees. The study found that there is positive and significant effect of talent development on organizational performance of RSSB. The study concluded that talent development strongly affects the organizational performance of public institutions in Rwanda.

Chepkurui and Kemutai (2020) examined on the effect of talent development strategies on employee commitment at Kenya Forest Service, Uasin Gishu County. The study was descriptive design based on samples drawn from across, Kenya Forest Service in Uasin Gishu County. Census technique was adopted to arrive at the sample size of 90 respondents. The study found that employee empowerment has a positive and statistically significant effect on the employee commitment at KFS in Uasin Gishu County and career development also had a positive and statistically significant effect on employee commitment at KFS in Uasin Gishu County. The study concluded that indeed talent development is very crucial and indeed very vital in improving the performance of employee commitment in Kenya forest service in Uasin Gishu County.

Kayumbe and Wanyoike (2021) conducted a study on talent development and organizational performance in KCB bank limited: case of head office, Nairobi City County, Kenya. This study adopted a descriptive research design. The population was 1514 employees from all three cadres of employment in KCB Bank Limited; Case of Head office in Nairobi City County, Kenya. Stratified random sampling technique was used whereby all 152 employees from different cadres were involved in the study. The study found that talent development significantly and positively influence organizational performance in KCB bank limited in Kenya. The study concluded that talent development positively related to organizational performance in KCB bank limited in Kenya.

Mwangi and Makokha (2022) researched on the effect of talent development on employee performance in the county government of TransNzoia, Kenya. The study adopted a descriptive research design. The target population of the study comprised management and a supervisory cadre of 100. The study found that talent development was positively related to employee performance in the county government of Trans Nzoia. The study concluded that talent development affects employee performance in the county government of Trans Nzoia.

RESEARCH METHODOLOGY

Research Design

This study used descriptive research design which involved gathering of data that describes events then organizing, tabulating depicting and describing the data. The choice of this research design was influenced by the fact that it enables the researcher to assess the situation in the study area at the time of study. This design is pertinent in “developing the profile of a situation and a community of people by getting complete and accurate information through an interaction between the researcher and the respondent via data collection tools” (Kothari & Garg, 2019).

Target Population

This study was conducted in Nairobi County, Kenya. According to the Nairobi County 2022 report, there are 325 management employees. The Nairobi county government was the unit of analysis while senior managers formed the unit of analysis. Therefore, the target population was 325 management employees working in the County

Sample Size and Sampling Technique

The study’s sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2013). The formula used for arriving at the sample size is;

$$n = \frac{x^2 NP(1 - P)}{(ME^2(N - 1)) + (x^2 P(1 - P))}$$

Where:

n=sample size

χ^2 =Chi-square for the specified confidence level at 1 degree of freedom

N=Population size (325)

P = is the proportion in the target population estimated to have characteristics being studied. As the proportion was unknown, 0.5 was used.

Chuan and Penyelidikan (2016) indicate that the use of 0.5 provides the maximum sample size and hence it is the most preferable.

ME=desired margin of Error (Expressed as a proportion)

$$n = \frac{1.96^2 325 * 0.5 * 0.5}{(0.05^2 * 324) + (1.96^2 * 0.5 * 0.5)}$$

$$n = 176$$

Therefore, using the formula, the sample size for the study was 176 respondents. The respondents were chosen with the help of simple random sampling technique.

Table 3. 1: Sample Size

Category	Target Population	Sample Size
Top managers	54	29
Middle Level Managers	108	58
Lower Level Managers	163	89
Total	325	176

Data Collection Instruments

This research used a questionnaire to collect primary data. According to Patton *et. al* (2016), a questionnaire is appropriate in gathering data and measuring it against a particular point of view. It provides a standardized tool for data collection. The researcher obtained research permit from relevant authorities required for data collection. Structured and open questions were used to collect primary data from the field. The questionnaires were pilot tested to ascertain the extent to which the instrument is correct and to eliminate ambiguous questions, and improve on validity and reliability

Pilot Study

According to Bashir, (2018), validity refers to the extent to which a test measures what it is supposed to measure and the extent to its truthfulness, accuracy, authenticity, genuineness, or soundness, whether the means of measurement are accurate and whether they are actually measuring what they are intended to measure. The pilot study was carried out on 18 respondents who are sufficient based on Glesne (2019) who stated that 10% of the population is adequate to constitute the pilot test size.

Data Analysis and Presentation

This study gathered both quantitative and qualitative data. Qualitative data analyzed by use of content analysis. Quantitative data was coded then analyzed using Statistical Package for Social Sciences (SPSS) computer software version 28. The choice of the software is influenced by its ability to appropriately create graphical presentation of questions, data reporting, presentation and publishing. SPSS is also able to handle large amount of data and it is purposefully designed for social sciences.

Descriptive statistics were used to analyze the data in frequency distributions and percentages which were presented in tables and figures. Discussions and presentations of the analyzed data was

done in tables of frequency distribution, percentages, bar graphs and pie charts. Measures of dispersion were used to provide information about the spread of the scores in the distribution. The study also adopted multiple regression analysis to test the relationships between the variables.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive statistics

Talent Attraction and Service Delivery

The first specific objective of the study was to evaluate the influence of talent attraction on service delivery in Nairobi County Government, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to talent attraction and service delivery in Nairobi County Government, Kenya. The results were as shown Table 4.1.

From the results, the respondents agreed that effective talent attraction processes contribute significantly to improving service delivery within their organization (M=3.995, SD= 0.896). In addition, the respondents agreed that the proper utilization of identified talent enhances the efficiency and effectiveness of public service operations in their organization (M=3.900, SD= 0.876). Further, the respondents agreed that talent attraction initiatives are pivotal in fostering innovation and problem-solving capabilities within their organization (M=3.887, SD= 0.782).

The respondents agreed that transparent and fair talent attraction practices promote trust and morale among employees in their organization (M=3.855, SD= 0.685). The respondents also agreed that recognizing and nurturing talented individuals strengthens the capacity of their organization to meet citizen needs and expectations (M=3.797, SD= 0.698). In addition, the respondents agreed that strategic talent attraction aligns employee skills with the strategic objectives of their organization, enhancing overall performance (M=3.771, SD= 0.727).

Table 4. 1: Talent Attraction and Service Delivery

Statements	Mean	Std. Deviation
Effective talent attraction processes contribute significantly to improving service delivery within our organization.	3.995	0.896
The proper utilization of identified talent enhances the efficiency and effectiveness of public service operations in our organization.	3.900	0.876
Talent attraction initiatives are pivotal in fostering innovation and problem-solving capabilities within our organization.	3.887	0.782
Transparent and fair talent attraction practices promote trust and morale among employees in our organization.	3.855	0.685
Recognizing and nurturing talented individuals strengthens the capacity of our organization to meet citizen needs and expectations.	3.797	0.698
Strategic talent attraction aligns employee skills with the strategic objectives of our organization, enhancing overall performance	3.771	0.727
Aggregate	3.868	0.777

Talent Development and Service Delivery

The second specific objective of the study was to assess the effect on talent development and service delivery in Nairobi County Government, Kenya. The respondents were requested to indicate their level of agreement on various statements related to talent development and service delivery in Nairobi County Government, Kenya. The results were as shown Table 4.2.

From the results, the respondents agreed that talent development initiatives in their organization have improved the skills and competencies of employees, leading to enhanced service delivery ($M=3.940$, $SD=0.772$). In addition, the respondents agreed that the investment in talent development programs has positively influenced employee morale and job satisfaction within their organization ($M=3.840$, $SD=0.889$). Further, the respondents agreed that employees who have undergone talent development programs demonstrate improved performance in delivering services to the public in their organization ($M=3.827$, $SD=0.768$). The respondents also agreed that the alignment of talent development with strategic goals has contributed to the achievement of service delivery targets in their organization ($M=3.800$, $SD=0.562$). As shown in the results, the respondents agreed that effective talent development strategies have strengthened the capacity of their organization to innovate and adapt to changing demands ($M=3.743$, $SD=0.879$). In addition, the respondents agreed that talent development initiatives have facilitated the retention of skilled personnel within their organization, reducing turnover rates ($M=3.708$, $SD=0.692$).

Table 4. 2: Talent Development and Service Delivery

Statements	Mean	Std. Dev.
Talent development initiatives in our organization have improved the skills and competencies of employees, leading to enhanced service delivery.	3.940	0.772
The investment in talent development programs has positively influenced employee morale and job satisfaction within our organization.	3.840	0.889
Employees who have undergone talent development programs demonstrate improved performance in delivering services to the public in our organization.	3.827	0.768
The alignment of talent development with strategic goals has contributed to the achievement of service delivery targets in our organization.	3.800	0.562
Effective talent development strategies have strengthened the capacity of our organization to innovate and adapt to changing demands.	3.743	0.879
Talent development initiatives have facilitated the retention of skilled personnel within our organization, reducing turnover rates	3.708	0.692
Aggregate	3.810	0.760

Correlation Analysis

This research adopted Pearson correlation analysis to determine how the dependent variable (service delivery in Nairobi County Government, Kenya) relates with the independent variables (talent attraction and talent development).

Table 4. 3: Correlation Coefficients

		Service Delivery	Talent Attraction	Talent Development
Service Delivery	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	151		
Talent Attraction	Pearson Correlation	.815**	1	
	Sig. (2-tailed)	.003		
	N	151	151	
Talent Development	Pearson Correlation	.825**	.327	1
	Sig. (2-tailed)	.002	.032	
	N	151	151	151

From the results, there was a very strong relationship between talent attraction and service delivery in Nairobi County Government, Kenya ($r = 0.815$, p value = 0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Mishra, Sharma and Kumar (2020) who indicated that there is a very strong relationship between talent attraction and service delivery.

Moreover, there was a very strong relationship between talent development and service delivery in Nairobi County Government, Kenya ($r = 0.825$, p value = 0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Auranzeb and Bhutto (2020) who indicated that there is a very strong relationship between talent development and service delivery.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (talent attraction and talent development) and the dependent variable (service delivery in Nairobi County Government, Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.828	.829	.10472

a. Predictors: (Constant), talent attraction and talent development

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.828. This implied that 82.8% of the variation in the dependent variable (service delivery in Nairobi County Government, Kenya) could be explained by independent variables (talent attraction and talent development).

Table 4. 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	112.028	2	56.01	1120.28	.002 ^b
Residual	3.654	148	.025		
Total	115.682	150			

a. Dependent Variable: service delivery in Nairobi County Government, Kenya

b. Predictors: (Constant), talent attraction and talent development

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 1120.28 while the F critical was 2.382. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of talent attraction and talent development on service delivery in Nairobi County Government, Kenya.

Table 4. 6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.331	0.083		3.988	0.000
Talent Attraction	0.386	0.097	0.387	3.979	0.000
Talent Development	0.376	0.095	0.375	3.957	0.001

The regression model was as follows:

$$Y = 0.331 + 0.386X_1 + 0.376X_2 + \varepsilon$$

According to the results, talent attraction has a significant effect on service delivery in Nairobi County Government, Kenya ($\beta_1=0.386$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Mishra, Sharma and Kumar (2020) who indicated that there is a very strong relationship between talent attraction and service delivery.

The results also revealed that talent development has a significant effect on service delivery in Nairobi County Government, Kenya ($\beta_1=0.376$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Aurazeb and Bhutto (2020) who indicated that there is a very strong relationship between talent development and service delivery.

Conclusions

The study concludes that talent attraction has a positive and significant effect on service delivery in Nairobi County Government, Kenya. Findings revealed that job advertisement, interviews and job selection influences service delivery in Nairobi County Government, Kenya.

In addition, the study concludes that talent development has a positive and significant effect on service delivery in Nairobi County Government, Kenya. Findings revealed that mentoring, coaching and training influences service delivery in Nairobi County Government, Kenya.

Recommendations

The study found that talent attraction has a positive and significant effect on service delivery in Nairobi County Government, Kenya. This study therefore recommends that the county government should establish targeted partnerships with local universities and vocational training institutions. By forging strong relationships with these educational institutions, the County Government can create internship programs, apprenticeships, and recruitment pipelines that attract young, talented individuals eager to contribute to public service.

In addition, the study found that talent development has a positive and significant effect on service delivery in Nairobi County Government, Kenya. This study therefore recommends that the county government should establish a comprehensive mentoring and coaching program for employees. This program should pair experienced senior staff members with junior or less experienced employees across different departments and functions within the government.

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