

**KNOWLEDGE AND SKILLS MANAGEMENT EFFECTS IN ENHANCING SERVICE DELIVERY  
AMONG NATIONAL GOVERNMENT ADMINISTRATIVE OFFICERS IN BARINGO COUNTY**

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**ABSTRACT**

*Developing the competency of public servants through acquisition of knowledge and skills is essential for their effective and efficient provision of services. Acquisition of knowledge and skills improves worker competency and strengthens their capacity to deliver better services, which leads to continuing growth and development of institution. The study sought to examine the knowledge and skills management effects in enhancing service delivery among National Government Administrative Officers in Baringo County. The study was anchored on human capital theory. The target population was 100 (NGAOs) and study carried out a census because the population was small (100). Primary data was collected using structured and semi-structured questionnaires as data collecting methods. The validity of the instrument was assessed using expert opinion, and the Cronbach alpha coefficient was utilized to determine the reliability of the data-collecting instrument. Inferential and descriptive statistical techniques were used to analyze the data. The effect of the independent factor on the dependent variable was assessed using a linear regression analysis model. Descriptive results were presented in the form of tables, frequencies, and percentages. The study ensured that informed consent, confidentiality and anonymity was observed in the data collection and processing. The findings showed that the adjusted R<sup>2</sup> was 0.658 signifying that 65.8% of the variations in service delivery was explained by Knowledge and Skills. The study therefore concluded that Knowledge and Skills, has significance influence on service delivery among National Government Administrative Officers in Baringo County, Kenya. The study thus recommended that the government to put more emphasis on employees acquisition of Knowledge and Skills management policies since they have a great influence on service delivery of the National Government Administrative Officers.*

**Key words:** Knowledge and Skills, Service Delivery, National Government Administrative Officers

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## **INTRODUCTION**

Public service has always been the main tenet with regard to the structure and implementation of all programs of the government, procedures, and the conduct of officers who carry out such programs globally (Racino, 2015). Since they are in charge of providing services to the public, all non-elected public officials are seen as being extremely important in this context. According to Nasazi (2023), organizational goals are successfully and properly achieved when staff members and representatives attend sessions of trainings to acquire knowledge and skills.

According to Racino (2014), employees' acquisition of knowledge and skills increases staff service delivery. Employee effectiveness is a critical aspect in improving total service delivery. Amongst the factors that influence employee service delivery, includes knowledge, and skills management. As a result, there exists a link between knowledge, and skills management and service delivery (Amisano, 2016). This highlights the importance of employee performance to the overall operation of the Organization and acquisition of knowledge and skills by employees improves service delivery.

### **Statement of Problem**

Developing the competency of public servants through acquisition of knowledge and skills is essential for their effective and efficient provision of services. Knowledge and skills acquisition improves worker competency and strengthens their capacity to deliver better services, which leads to continuing growth and development of institution. Studies, however, demonstrate that the public sector's service delivery falls short of the public expectations. (Onyango, 2015, Wangari, 2014; Racino, 2014). The report on public service delivery by public officials from the Commission for Administrative Justice (2013) highlights this scenario, in which there is public dissatisfaction with service delivery in several sectors, including public administration. The outcome Transparency International report 2013-2017 indicated that the levels of dissatisfaction with service delivery grew over the study period from 41% to 53% and 55% respectively

The national government invests a significant amount of money on National Government Administrative Officers Knowledge and skills acquisition through training each fiscal year to increase staff service delivery competencies. Reports, however, suggest that there is a general lack of contentment with the services rendered by public employees. For instance, Wangari (2014) states that despite county governments' investments in staff to acquire knowledge and skills, there are concerns about the quality of the customer service provided in the research for the determinants impacting Murang'a county public satisfaction with service delivery

This training to acquire NGAOs Knowledge and skills appears to have had little impact on customer service delivery. The feedback received is not what was expected. As a result, it is unclear whether the Knowledge and skills acquired by NGAOs is sufficient for providing excellent customer service. This study thus pursues to examine Knowledge and skills effects on service delivery among the NGAOs in Baringo County.

### **Objectives of the Study**

This study established knowledge and skills management effects on service delivery among the NGAOS in Baringo County.

## **LITERATURE REVIEW**

### **Empirical Review**

The empirical review for the study includes the relevant studies and analysis to reveal the gaps in the study.

### **Knowledge and Skills and Service Delivery**

Every organization has repeatedly considered knowledge and skill management. It is widely acknowledged that knowledge and skill management are fundamental component of strategic organization, guaranteeing that

innovation is enhanced and, as a result, organizational performance is enhanced. Knowledge is critical in determining an organization's competitive advantage. Employee knowledge can be developed and used as a resource to improve service delivery (Bloice & Burnett, 2016) and in support of the aforementioned; several studies have been carried out.

Tahleho and Ngulube (2022) conducted research on Knowledge Sharing and Service Delivery Improvement in an Academic Library. The goal of the study was to determine whether sharing of information enhanced library service delivery. In order to collect data, the study employed a case study methodology and triangulated surveys and interviews. Based on the goals of the study, content analysis was used to examine the interview data. According to this study, employees understand how important knowledge sharing is. Sharing of expertise, however, only happened when it was necessary. Technology- and human-based knowledge-sharing mechanisms were only sometimes used. The study however used a case study methodology and triangulated questionnaires and interviews as data gathering tools but the current study used descriptive research design and semi structured questionnaires.

Chebet and Njuguna (2020) carried out research to ascertain how knowledge management techniques affected the provision of services at Oxfam International in Kenya. With a target population of 65 Oxfam headquarters employees a descriptive research design was employed in the research and questionnaires were used as data collection instruments. The study concluded that knowledge management techniques significantly influenced how services were delivered at Oxfam international Kenya. The investigation revealed that the business valued imparting knowledge and rewarding and recognizing lessons acquired. The study was carried out in an NGO organization but the current research was done in public sector.

A case study of the Kenya forestry research institute was used in Oduor's (2018) examination of the function of knowledge management methods in research institute service delivery in Kenya. The study employed a cross-sectional descriptive research approach with 169 respondents as the target group. The main data collection instruments were semi-structured self-administered questionnaires. The findings of a correlation and regression analysis exhibited a statistically substantial and constructive association between knowledge management techniques and service delivery. The analysis showed that the institute had adopted a variety of skill-development techniques to foster skill development. Organizational skill development has increased employee job satisfaction and morale, employee motivation, and process efficiencies, all of which have resulted in increased service delivery. The study was carried out in forestry research institute but the current research was done in the public sector.

### **Theoretical Framework**

A theoretical framework is a group of connected concepts that are founded on theories and try to give reasons for why things are the way they are. The theories that underpin the study project make up the framework.

### **Human Capital Theory**

The proponent of human capital was Garry Becker in 1964 when he published his monograph human capital. Human capital, according to Becker, is defined as actions that influence future monetary and emotional income by developing resources in people, with schooling and on-the-job training as its principal forms. Garry Becker coined the term "human capital" to describe the importance of human capabilities and emphasized that human capital, like other types of capital, could be invested in through training, education, and enhanced benefits, resulting in quality improvements and increased output levels. The organization's effectiveness is defined by the effectiveness of its workforce.

Human capital is an index that measures the economic value of an employee's set of skills. The human capital theory recognizes that different types of labor exist, that employee productivity can be improved through training, education, and experience, and that employees' abilities generate economic value for both employers

and the entire economy. The human capital theory, in particular, contends that increased workforce knowledge and skills result in better economic outcomes for both individuals and societies (Blaug, 1976).

The importance of human capital is to ensure that employees fully add to the attainment of organizational goals and that they remain satisfied and feel a part of the organization's culture by utilizing effective capital strategies. Human capital theory describes a work environment that allows for work-life balance (Ferdinand, 1962). Employers must foster a culture in which employees' lives outside of the workplace are valued and respected. It encourages open communication within the organization and provides a forum for employees to interact and share ideas. Employees can be motivated by the organization recognizing their efforts and rewarding them as a way of appreciating their efforts.

Human capital's weaknesses are an impoverished version of capital. It cannot be used to explain human activity apart from its use for commodity exchange, and it employs a purely quantitative concept. This ignores the fact that capital is an independent social force in which capital accumulation and continuous transformation occur through commodity circulation to generate social value. Under capitalism, labour is structurally excluded from the production process. At the expense of the opposing class, both labour and other resources used in production are concentrated as capital and commodities. As a result, human capital is a labour commodity rather than a capital commodity. For instance, Ferdinand (1962) contends that only educated people profit from professional and vocational education. According to Copper (1994), self-interest elevates individual dominance to every level where economic analysis is based, interfering with social structures. The national economic growth is also accounted for by the human capital theory, which is a significant criticism.

The theory of human capital was relevant to the study in establishing if the various forms of skills acquired by administrators from their academic, and professional trainings on the job and off the job inductions, workshops leads to improvements in various areas of service delivery through acquired skills like Hard and soft skills, Specialization skills, Technical and operation skills

## **METHODOLOGY**

To carry out the study descriptive research design was employed that involved collecting both qualitative and quantitative data. The design facilitated obtaining information to know more how knowledge and skills related to service delivery among national government administrative officers

The population of the study was 277 National Government Administrative Officers (NGAOs) from four sub-counties: Baringo central, Marigat, Mogotio, and Koibatek. The NGAOs were four deputy county commissioners, sixteen assistant county commissioners, eighty chiefs and eighty assistant chiefs. The sample size for the study was determined using purposive sampling which is sampling technique used when the respondents are chosen by the researcher's judgment and when the researcher frequently believes that they are representative of the population. The sample size for this study was 100 participants.

The delivery of structured and semi-structured questionnaires was used to collect data in this study. According to Kumar (2011), the vast majority of respondents filled out questionnaires, which were practical, and easy to use in research. The questionnaires included both closed ended and open-ended questions. .

The pilot study was done in Baringo North Sub County on 20 participants who were given the same instrument to answer. The study employed content validity, which examines the extent to which the scale's items accurately represented and measured the material being assessed (Cooper and Schindler 2014). To ensure content validity, the questionnaire was examined by various peer reviewers of the research proposal designated by the institution at various levels of document assessment.

The data collected was qualitative and quantitative. Qualitative data was analyzed using content analysis that is a method of making inferences by identifying themes and narratives. To analyze quantitative data descriptive and inferential statistical techniques was utilized. Findings of descriptive results were displayed as percentages,

means and standard deviation. A regression analysis model was used to establish the effect of the explanatory variable on the explained variable.

The multiple regressions is:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Y = Service delivery

X<sub>1</sub> = Knowledge and Skills

β<sub>0</sub> = Intercept Coefficient

β<sub>1</sub> = Regression Coefficients

## RESULTS AND DISCUSSIONS

### Response Rate and Reliability

Out of the 100 questionnaires distributed to various respondents 72 were properly filled and returned. The questionnaires returned accounted for 72%. This response rate exceeds the minimum criteria as established by Saunders *et al* (2017), who stated that a 50% response rate to the questionnaires is sufficient for findings to be applied to the total population of interest. The reliability of the data collection instrument was examined using data from the pilot study's questionnaires. The Cronbach alpha was computed to verify the internal consistency of the questionnaires. The Cronbach alpha for the variable was 0.784 more than the minimum required coefficient of 0.7. A Cronbach alpha coefficient of more than 0.7 is considered to indicate high consistency and acceptable for use (Mugenda and Mugenda, 2013). The data collection instrument exhibited a high level of internal consistency and was thus suitable for use.

### Demographic Analysis

The respondents were 62.5% men and 37.5% were women. The results imply that more men were than women were engaged as NGAOs in the selected sub counties. However, the results show that both genders were represented in the study as stipulated in the constitution regarding gender third rule, allowing for the range of gender-related conclusions. Concerning age, 12.5% of the respondents were between 26 and 35 years of age, 25% were between 36 and 45 years of age, 32% were between 46 and 50 years of age while 30.5 % were above 50 years. The study findings show that a majority of the respondents were middle aged and above suggesting that they were acquainted with and knowledgeable about disseminating pertinent information on the vital prospects of knowledge and skills on service delivery.

On the highest level of education, 4 % of respondents had master's degree, 29 % had a bachelor's degree while 63 % were diploma holders and 4 % were of secondary education. The findings indicated that the respondents possessed sufficient knowledge to read, grasp and answer questions asked in the instruments of research. Respondents were also requested to indicate how long they had been in the service. 44% of the respondents had been in the service for more than 10 years, 39% had worked for six to ten years while 17 % had worked between one to 5 years. This showed that majority of the study participants had been in the service for more than 5 years indicating that they had been there long enough to understand their working in the service and were therefore conversant with the topic of study.

### Descriptive Statistics of Knowledge and Skills Effect on Service Delivery

The objective of the study was to establish the effect of knowledge and skills management on service delivery among the NGAOS in Baringo County. The findings were presented in table 1 below.

**Table 1: Knowledge and Skills and Service Delivery**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>
The government frequently organizes trainings for NGAOS to acquire Specialized skills	72	3.93	.981
We use knowledge acquired in facilitating implementation of government Laws and regulations effectively	72	3.71	1.031
Technical and operation skills is crucial to the success of service delivery	72	4.01	.798
Specialization of skills acquired from trainings helps in detecting problems and patterns resulting to successful service delivery	72	3.85	.852
All leaders and team members need to take courses on hard and soft skills in order to work properly	72	3.79	.913
The Government has well defined skill requirement for different work positions	72	4.11	.820
The developed training content offered facilitates NGAOS in understanding Government Laws and regulations	72	3.93	.895
We have frequent training forums that equip us with the necessary skills to handle our assignments	72	3.61	.956
<b>Overall</b>		<b>3.87</b>	<b>0.906</b>

From the research outcomes, the respondents agreed that the government frequently organizes trainings for NGAOS to acquire specialized skills with an average of 3.93 and a Std deviation of .981. The findings revealed that respondents use knowledge acquired in facilitating implementation of government Laws and regulations effectively with an average of 3.71 and a Std deviation of 1.031. On whether technical and operation skills is crucial to the success of service delivery majority of respondents agreed with an average of 4.01 and a std deviation of .798. The participants agreed that Specialization of skills acquired from trainings helps in detecting problems and patterns resulting to successful service delivery with an average of 3.85 and a std deviation of .852. The study further sought to establish whether all leaders and team members need to take courses on hard and soft skills in order to work properly, the result showed that majority agreed with an average of 3.79 and a std deviation of .913.

On the agreement on whether the Government has well defined skill requirement for different work positions, respondents agreed and strongly agreed with an average of 4.11 and a std deviation of .820. The outcomes reveal that the statement on whether the developed training content offered facilitates NGAOS in understanding Government Laws and regulations had an average of 3.93 and a std deviation of .895. The study further sought to find out whether there is frequency training forums that equip them with the necessary skills to handle assignments, the results showed that majority of participants agreed and strongly agreed with an average of 3.61 and a std deviation of .956. The overall average on effect of Knowledge and Skills on Service Delivery was 3.87 indicating that Knowledge and Skills had a significant effect on service delivery. The findings are in agreement with study done by Oduor (2018) which concluded that Organizational skill development increased employee job satisfaction and morale, employee motivation, and process efficiencies, all of which have resulted in increased service delivery.

The study participants were presented with an open-ended question in which they were asked to indicate their belief that the acquisition of knowledge and skills is essential for the performance of their duties. The qualitative data collected was then broken down into themes and analyzed. The majority of respondents agreed that knowledge and skills acquisition is essential for their duties, as employees who are passionate about their work will be more likely to be confident and able to carry out their assigned tasks. Furthermore, respondents believed that knowledge and skills acquired through training allows them to become familiar with the regulations and laws associated with their profession, which makes it easier to apply them when dealing with clients. Moreover, respondents agreed that through knowledge and skills acquisition, they can build personal confidence in dealing with the public, acquire hands-on skills, and improve interpersonal skills, which ultimately lead to better performance in real life situations.

## Regression Analysis

Linear regression was fitted to establish whether knowledge and skills predicted significantly service delivery among the NGAOS in Baringo County

### Model Summary

The coefficient of correlation and coefficient of determination were tested by the researcher and are presented in table 2.

**Table 2: Model Summary**

Model	R	R Square	Adjusted R Square	Std Error of Estimate
1	.829 <sup>a</sup>	.687	.658	.1137

a. predictor: (Constant), Knowledge and Skills

The model explains the proportion of percentage change in the predicted variable as explained by the predictor variable. The results show that the predictor variable Knowledge and Skills explained variations in predicted variable (service delivery) by 65.8% as indicated by the adjusted R<sup>2</sup> of 0.658. The findings show that Knowledge and Skills are good predictor variables of service delivery

### ANOVA

The study carried out an ANOVA test at a 0.05 level of significance to compute the F statistics and the results are presented in table 3.

**Table 3: Analysis of Variance (ANOVA)**

Model		Sum Of Squares	Df	Mean Square	F	Sig
1	Regression	38.142	1	38.142	48.527	0.000 <sup>b</sup>
	Residue	55.853	71	0.786		
	Total	93.995	72			

a. Dependent variable (service delivery)

b. predictors: (Constant), Knowledge and Skills

The ANOVA results were determined show that F =48.527 and P =0.000 which is less than 0.05. This indicates that Knowledge and Skills significantly influenced the service delivery among the NGAOS in Baringo County.

### Regression Coefficients

The regression of coefficient was conducted to illustrate Knowledge and Skills effect on service delivery among NGAOS and table 4 shows the generated results.

**Table 4: Regression Coefficients**

Model		Unstandardized coefficients		Standardized coefficients	t	p-value
		B	Std Error	Beta		
1	Constant	3.562	3.165		4.207	.003
	Knowledge and Skills	0.481	0.410	.316	3.348	.002

a. Dependent variable (service delivery)

Table 4 showed the regression coefficients. The regression equation developed is as follows:

$$Y = 3.562 + 0.481 X_1$$

Where;

Y = Service delivery

X<sub>1</sub> = Knowledge and Skills

From the regression model presented in table 4 above, the coefficient for knowledge and skills was  $\beta=0.481$  with a p-value of  $0.002 < 0.05$ . This indicates that the effect of Knowledge and Skills on service delivery among NGAOS was positive and significant. This implies that by holding other independent variables constant, an increase of one unit of Knowledge and Skills would result in 48.1% service delivery among NGAOS. The study findings are in agreement with study done by Chebet and Njuguna (2020) who concluded that knowledge management techniques significantly influenced how services were delivered. The investigation revealed that the business valued imparting knowledge and rewarding and recognizing lessons acquired.

## CONCLUSIONS AND RECOMMENDATIONS

The study was to examine Knowledge and Skills effects in enhancing service delivery among National Government Administrative Officers in Baringo County. The study concluded that Knowledge and Skills management play a critical effect on service delivery among the NGAOS in Baringo County. The study revealed that the government frequently organizes trainings for NGAOS to acquire specialized skills and NGAOS use knowledge acquired in facilitating implementation of government Laws and regulations effectively. The study also revealed that Specialization of skills acquired from trainings helps in detecting problems and patterns resulting to successful service delivery. The study concluded that effect of Knowledge and Skills on service delivery among NGAOS was positive and significant.

From the findings of the analysis, the following recommendations were made. The findings of the study clearly show that Knowledge and Skills management was found to have a positive and significant effect on service delivery. Following these findings, this study recommends that the government should put more emphasis on Knowledge and Skills management policies since it has a great influence on service delivery of the National Government Administrative Officers.

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