
Assessment of the Effect of Devolution on The Performance of Employees at County Government of Marsabit, Kenya

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ABSTRACT

Devolution presents challenges in terms of coordination and collaboration between different levels of government, and in terms of capacity building at sub-national levels. Additionally, competition among counties can lead to a fragmentation of resources and a lack of cooperation, which can further decrease efficiency and productivity. In Kenya, despite an increase in power and resources by county governments, they are faced with many difficulties in providing quality services to citizens. Particularly, in Marsabit County, underdevelopment, regional stagnation, and a lack of infrastructure amenities have all been connected to ineffective public service delivery. The county was among the Counties that produced the least amounts of money in comparison to the revenue objectives in the 2018–19 fiscal year. The county government's efforts through numerous strategic initiatives have not been successful. The study aimed to assess the effect of devolution on the performance of employees at county government of Marsabit County, Kenya. The specific objectives of the study were: to evaluate the effect of devolved recruitment and selection practices, devolved rewards and benefits, devolved training and development practices and devolved resource allocation practices on employee performance at county government of Marsabit, Kenya. This study was guided by three main theories including New Public Management Theory, Contingency Theory and Maslow's need-hierarchy theory. The study adopted a descriptive study design and target 450 county officers working at the Marsabit County. The respondents were selected from the constituencies in the county. A sample of 81 participants, calculated using Slovin's formula, were selected through a stratified random sampling method. Data collection occurred through structured questionnaires, with each section on a specific research aim. To provide a comprehensive understanding of the data, this study employed descriptive and inferential analysis. The outcomes of this research were communicated through the presentation of results using tables and graphs, to enhance clarity and comprehension. From the correlation analysis, all the research variables including Devolved recruitment and selection practices ($r=0.371$), Devolved rewards and benefits practices ($r=0.270$), Devolved training and development practices ($r=0.455$), and Devolved resource allocation practices ($r=0.591$) had a positive effect on the employee performance at Marsabit County Government. The results of the regression analysis further showed that the devolution practices studied explain 45.0 percent of the variations in the employee performance at Marsabit County Government ($R^2=0.450$). The conclusions of the study emphasize the importance of continued efforts to strengthen and refine devolved practices to maximize their positive impact on employee performance and, by extension, the effectiveness of the county government. The study recommends that county government authorities should actively embrace and implement devolved recruitment and selection practices. Furthermore, the study recommends the development and implementation of robust devolved rewards and benefits policies. To optimize employee performance, the study recommends that county governments continue to refine their devolved resource allocation practices. The study



recommends that the county government of Marsabit should recognize and support the broader impact of devolution on employee performance. By acknowledging the significance of devolution in governance and management, the county government can continue to create an environment conducive to improved employee performance and overall organizational effectiveness.

Key Words: *Devolution, Employees Performance, Development Practices*

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1.0 Introduction

1.1 Background to the Study

World Bank (2021) highlighted devolution as a method to improve the expertise of human services workers in social administration arrangements. Devolution makes government services more accessible to citizens, enhances transparency, and gives local communities more authority to carefully supervise government operations (Arale, & Kiruthu, 2019). According to previous research, county governments are now more responsible than ever for HR-related issues. Devolution reforms have had positive outcomes in several countries. For example, Rwanda's devolution reform in the health sector was highly successful due to its positive impact on service delivery efficiency (Brandl, Madsen & Madsen, 2019). The implementation of devolution in Asia resulted in heightened resource allocation, enhanced citizen engagement in addressing specific health requirements, and bolstered decision-making authority at local levels (CHen, 2021). Likewise, in the United Kingdom, devolution has empowered distinct health systems to effectively adapt to their individualized healthcare needs (Coole, 2018). Unlike other regions of the world, in Africa, devolution takes four major forms namely, administrative, political, fiscal and markets. Many countries have however, pursued to implement political decentralization which entailing devolution (Lumumba & Ambani, 2021). The most prominent devolution initiatives in Africa include South Africa which uses a unique model of decentralization anchored on a three tier co-operative government structure (Shaw et al., 2019). However, public service delivery in Africa is still declining, and most of the population frequently complains about receiving subpar services. The public sector has received a lot of funding, but it is still underdeveloped, and its personnel are still reluctant, therefore the need for greater services from the public is still unmet (Galgallo, 2015). With an increase in instances of underperforming government officials, employee performance in most of the county government has not yet reached the required standards of service delivery. Zimbabwe recently joined African states recommending legislation of devolved governance (Magaya, 2017).

In Tanzania, devolving human resources improved staff distribution and service delivery, compared to centralized recruitment. Rwanda's health sector devolution was successful, improving efficiency and reducing mortality rates (Deci et al., 2019). However, devolution has been unsuccessful in some developed countries where centralized recruitment resulted in inadequate staffing distribution and subpar service delivery. Kenya's 2010 constitution established a system



of administration with 47 counties and a national government (Van Gansberghe, 2015). Although it was expected that the decentralized system established under the new constitution would improve resource allocation, this has not been fully realized (Ogwoka, Namada, & Sikalieh, 2017). Majority of county governments have struggled with underperforming employees, leading to a lack of quality service delivery. This has made it difficult for Kenya to achieve sustainable economic growth and the Sustainable Development Goals (SDGs) (Van Gansberghe, 2015). Poor management, resource mismanagement, a lack of vision, fraud, abuse of power, and political interference is among the main problems being faced (Mbithi, 2014). Particularly, in Marsabit County, projects remain frozen, and resources remain underutilized despite funding and allocation from the county administration. The county's public authorities also struggle to meet predetermined goals and deadlines, resulting in poor quality service delivery (World Bank, 2021). Additionally, there are inconsistencies in the standards for service delivery, leading to unequal access to essential services for citizens and substandard infrastructure (Yussuf, 2016).

1.1.1 Marsabit County

Marsabit County is found near the border with Ethiopia. The county is known for its scenic landscapes, including Mount Marsabit, a dormant volcano that is the highest point in the county. The county is also home to many different ethnic groups, including the Rendille, Samburu, and Borana peoples. The economy of Marsabit County is primarily based on pastoralism, with many residents engaged in cattle herding and other forms of livestock production. Despite its natural beauty, Marsabit County has long been one of the poorest regions of Kenya, with high levels of poverty and limited access to basic services such as healthcare and education (KNBS, 2020).

In the past, the region has been marginalized and underdeveloped due to its remote location, lack of infrastructure, and insecurity. The county has a poverty rate of 84 percent, which is among the highest in Kenya, and access to basic services such as healthcare and education is limited (World Bank, 2020). Additionally, the county is prone to drought and flooding, which can have a severe impact on the livelihoods of residents. However, since the devolution process, Marsabit County has made significant strides in improving the lives of its residents. The county has implemented various development projects, such as the Marsabit Livestock Development Project, which aims to improve the productivity of the county's livestock sector. Additionally, the county government has also invested in infrastructure development, including the construction of schools.

Another key area in which devolution has had a positive impact in Marsabit is healthcare. Prior to devolution, the county had a shortage of healthcare facilities and personnel, and many residents had to travel long distances to access healthcare services (Marsabit County Government, 2022). However, since devolution, the county government has built several new healthcare facilities and recruited more healthcare workers, resulting in improved access to healthcare for residents. According to a study by the Kenya Medical Research Institute (KEMRI), the number of outpatient visits to healthcare facilities in Marsabit County increased by 24 percent in the two years following devolution (Nyamai et al., 2017).

1.2 Statement of the Problem

Devolution is a significant policy shift that aims to improve service delivery at the sub-national level by increasing accountability and allowing for more localized decision-making (Kenya Devolution Handbook, 2018). It offers regional states more autonomy to design and implement policies, plans, and programs that are responsive to their specific needs. However, devolution

presents challenges in terms of coordination and collaboration between different levels of government, as well as capacity building at sub-national levels. Moreover, competition among counties can lead to fragmentation of resources and a lack of cooperation, resulting in reduced efficiency and productivity. Devolution can also create confusion and inefficiency among employees due to a lack of standardization in policies and procedures (Wanyama, 2018).

In Kenya, despite the increase in power and resources by county governments, many difficulties hinder their provision of quality services to citizens. Marsabit County is an example of this challenge as underdevelopment, regional stagnation, and a lack of infrastructure amenities have all been linked to ineffective public service delivery. In the 2018–19 fiscal year, the county was among the least revenue-generating counties, failing to meet the set revenue objectives (Controller of Budget report, 2019). The county government has made various strategic initiatives, but they have not yielded positive outcomes (Aburo, 2017). This situation demonstrates that devolution has a mixed effect on employee performance in Marsabit County. While devolution can increase accountability and motivation, it can also lead to limited capacity and increased competition hence the need for further research.

Research has shown that devolved county governments can have a positive impact on employee performance. A study by Oketch and Ochola (2016) found that devolved county governments in Kenya led to an increase in employee motivation and job satisfaction, resulting in improved performance. Similarly, a study by Mungai and Kinyanjui (2015) found that devolved county governments in Kenya led to an increase in accountability and transparency, which in turn led to improved employee performance. However, it is important to note that not all studies have found a positive relationship between devolved county governments and employee performance. A study by Wanyama (2018) found that devolved county governments in Kenya led to increased political interference in the management of public institutions, which negatively affected employee performance.

1.3 Research Objectives

The study aimed to assess the effect of devolution on the performance of employees at county government of Marsabit, Kenya. The specific objectives of the study were:

- i. To evaluate the effect of devolved recruitment and selection practices on employee performance at county government of Marsabit, Kenya.
- ii. To investigate the effect of devolved rewards and benefits practices on employee performance at county government of Marsabit, Kenya.
- iii. To assess the effect of devolved training and development practices on employee performance at county government of Marsabit, Kenya.
- iv. To assess the effect of devolved resource allocation practices on employee performance at county government of Marsabit, Kenya.

2.0 Literature Review

2.1 Empirical Literature

Mwikali and Wafula, (2015) reviewed devolution in Mombasa County by performing a desk analysis of written accounts found in various sources. They concluded that the devolution of authorities and finances improved organizational performance, as it led to improved employee

training, motivation, and access to finances, resulting in better services for citizens. This compares to Phyllis, (2017) who studied the impact of devolution on human resource motivation in Laikipia North Sub- County and found that devolution influenced HRH motivation.

Ayub and Peter, (2017) found that the use of ICT improved service delivery, but the level five hospitals were understaffed and had a low doctor-patient ratio. The study also found that the hospital administration handled employee issues to ensure service delivery, and the number of personnel had a significant impact on health care service provision. The county government was also found to promote employee growth through training and development initiatives.

Moronge and Kibanya, (2016) conducted research on the factors that determine quality service provision in Kenyan county governments. They used a descriptive survey method and found that Nairobi County lacked adequate teams to ensure quality services, with a lack of planning and implementation and not including qualified and trained teams in the process. This relates to Jehow, et al., (2018) who investigated the impact of employee performance on training and leadership skills in Marsabit. They found that training and development improved employees' skills, job satisfaction, and performance, as well as employee career advancement, and that positive supervisory skills from managers had a positive impact on employee motivation.

Espinosa-González et al. (2019) delved into the realm of primary health care and highlighted the intricate connections between governance, financing, and regulation. Their findings revealed that these factors are interdependent and collectively influence the delivery of primary health care. The study emphasized that actors involved in health system governance have a significant role in shaping the funding and regulation of primary health care, which ultimately affects the quality and outcomes of care provided.

Jonah et al. (2019) focused on human capital factors and their influence on the performance of devolved governments in Southeastern Kenya. The study revealed interesting insights regarding personnel resourcing and its impact on government functioning. While the findings indicated that personnel resourcing had no significant effect on the performance of some county governments, it emerged as a crucial factor in determining the performance of others. This suggests that the importance of human capital factors may vary across different devolved governments and highlights the need for targeted approaches in addressing personnel resourcing challenges.

Mutsoli and Kiruthu (2019) specifically examined the impact of devolution on employee performance within the context of Kakamega County Referral Hospital. Their study focused on the positive influence of training procedures implemented by the county government. The findings indicated that training programs had a beneficial effect on employee performance, highlighting the significance of ongoing skill development and capacity building initiatives. The research emphasized that investing in training and equipping health sector workers with the necessary skills and resources is vital for maintaining efficient operations and delivering quality services at county hospitals.

John (2020) explored the factors influencing employee productivity in Kenya's devolved governments. The study encompassed various departments within Embu County Government and emphasized the role of leadership style and employee training. The findings highlighted the importance of effective leadership in motivating employees and improving productivity. Additionally, the study recognized the significance of employee training and capacity building initiatives in enabling staff to adapt to evolving technological advancements and contribute to



organizational success. The research emphasized the need for clear on-the-job training and development programs to address the changing demands of the work environment.

Ochola et al. (2022) investigated the impact of internal controls on the performance of devolved governments across Kenya. Their correlational study revealed the significance of internal controls in enhancing government performance. The findings emphasized the importance of well-implemented internal control mechanisms, which contribute to improved governance, accountability, and overall performance. The research highlighted the need for effective internal control systems and procedures within devolved governments to ensure transparency, efficiency, and optimal utilization of resources.

2.2 Theoretical Review

2.2.1 New Public Management Theory

This theory was introduced by Aucoin, (1990) in explaining how effective public systems can be attained. The theory originated from public-choice theory and managerial and has ever since advanced in explaining different disciplines. The theory holds that improved functioning, continuous changes and organization orientation are required which in turn enhance performance (Lane, 2020). In the context of employee performance, NPM theory suggests that by using techniques such as performance measurement, performance contracting, and performance-based pay, public sector organizations can improve performance.

Additionally, NPM theory suggests that by providing incentives for employees to meet or exceed performance targets, public sector organizations can increase employee motivation and commitment to their work (Gruening, 2021). One of the key criticisms of NPM theory is that it can lead to a focus on short-term, quantitative performance measures at the expense of long-term, qualitative goals. This can result in a narrow focus on achieving specific performance targets, which can lead to unintended consequences such as employees engaging in unethical or illegal behavior to meet these targets.

Despite this, research has shown that NPM-inspired performance management practices can lead to improved employee performance. For example, a study by Pollitt and Bouckaert (2019) found that the introduction of performance measurement and performance-based pay systems in public sector organizations led to improved employee performance and greater accountability. Therefore, using devolved HR functions, public sector organizations can improve the performance of their employees. However, it is important to consider the potential drawbacks and unintended consequences of such practices, and to use a balanced approach. Therefore, strategic approaches are essential in enhancing both accountability and transparency at the County government, hence improved service delivery.

2.2.2 Contingency Theory

Fiedler's (1967) proposed this theory which holds that the ability of an employee to perform is based on various situational factors. The effectiveness of any performance management system is highly dependent on the individual circumstances of a particular situation. This theory is important for understanding the dynamics between an organization's environment and its management systems, as the effectiveness of a specific management system will depend on a variety of factors associated with the company. One key aspect of contingency theory that is relevant to employee performance is the concept of fit. Specifically, contingency theory suggests that the effectiveness



of different management strategies and practices depends on the degree to which they are well-matched to the specific characteristics of the organization and its environment.

In this regard, in situations where the organization operates in a rapidly changing environment, a management strategy that emphasizes flexibility and adaptability may be more effective at promoting employee performance than a strategy that emphasizes stability and consistency (Lawrence & Lorsch, 2021). Another key aspect of contingency theory that is relevant to employee performance is the concept of alignment (Fielder, 1967). Specifically, contingency theory suggests that the effectiveness of different management strategies and practices depends on the degree to which they are aligned. As such, in situations where the organization's goals and objectives emphasize innovation and creativity, a management strategy that emphasizes employee empowerment and autonomy may be more effective at promoting employee performance than a strategy that emphasizes strict control and oversight.

Contingency theory thus provides a useful perspective for understanding that by considering the specific characteristics of the counties and its environment, as well as the goals and objectives of the counties, the leaders can better match their strategies and practices to the needs of their employees and promote higher levels of performance. The theory will thus be used in explaining the role played by the county management choices in terms of resource allocation, recruiting policies as well as employee welfare practices on the employee's performance.

2.2.3 Maslow's need-hierarchy theory

This theory by Maslow suggests that an individual's needs are organized into a hierarchy, and each level of need must be fulfilled before they move up to the next level (Robbins, et al., 2015). By understanding the needs of employees and how they progress through each level, employers can better address employee needs and increase employee performance. Maslow's hierarchy of needs suggests that organizations must meet basic needs, such as providing a safe working environment and paying employees a living wage, before they can move on to the next level in the hierarchy (Maslow, 1943). At the second level, organizations are expected to provide job security, benefits, and other forms of recognition. At the third level, organizations should foster employee development, build a sense of community, and promote an ethical work culture.

At the highest level, organizations should prioritize social justice issues and strive to benefit the greater community. This framework provides a comprehensive way to assess an organization's commitment to employee performance and helps to ensure that all employees' needs are met. In the context of employee performance, Maslow's need-hierarchy theory can be used to explain why some employees are more motivated and engaged than others. For example, employees who are struggling to meet their basic physiological and safety needs are unlikely to be fully engaged in their work or to perform at a high level (Kaur, 2019).

On the other hand, employees who have their basic needs met and have moved up the hierarchy to the level of belonging and esteem will perform well. In this regard, for an employee to reach the highest level of self-actualization, all the lower levels of needs must be met.

2.3 Conceptual Framework

The conceptual framework for the study is shown below,

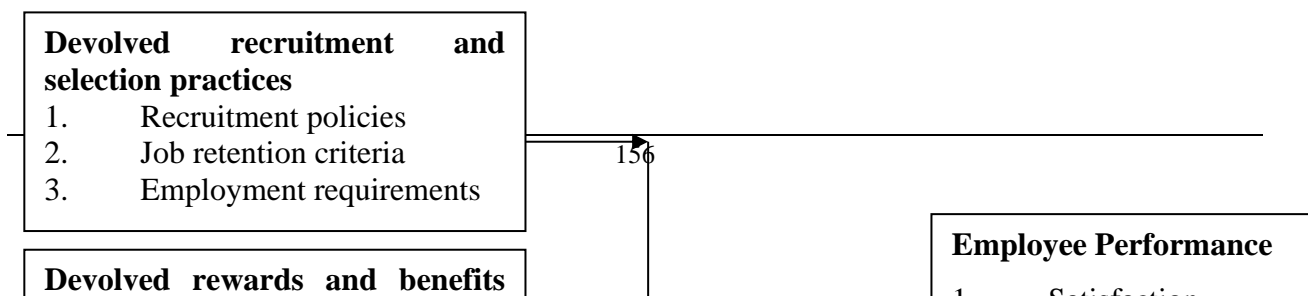


Figure 1: Conceptual Framework

Source: Researcher (2023)

3.0 Research Methodology

This study adopted a descriptive study design. The utilization of a descriptive research design holds significant importance within the research process, enabling researchers to acquire comprehensive information regarding a specific topic or phenomenon (Polit & Beck, 2017). One notable advantage of employing a descriptive research design is its ability to gather a substantial volume of data pertaining to the subject at hand. This extensive dataset can subsequently be analyzed to unveil underlying patterns and trends that might not be readily discernible. Additionally, the descriptive research design facilitates the collection of data from diverse sources, including surveys, interviews, observations, and other data collection methods (Trochim, 2016). This comprehensive approach allowed for a more holistic comprehension of the topic or phenomenon under investigation, as well as a more nuanced understanding of the various factors that may exert influence. Thus, the application of a descriptive research design was well-suited for



the study due to its capacity to provide a comprehensive exploration of the research topic (Cresswell, 2014).

The research was conducted in Marsabit County, situated in the northern region of Kenya. Marsabit County shares its borders with Ethiopia to the north, Isiolo County to the east, Samburu County to the south, and Wajir County to the west. The sample respondents were selected through stratified random sampling based on their geographical locations. This involved dividing the study population into different strata. 3.6 Research Instruments The study employed structured questionnaires to collect data, with each section of the questionnaire addressing specific research objectives. The development of the questionnaire was guided by a thorough review of relevant literature and instructions provided by the supervisor. To ensure comprehensive data collection, the questionnaires comprised both closed- and open-ended questions. Participants' responses to various statements were rated using a Likert Scale. The data collection process involved distributing the questionnaires to the participants and collecting them at an agreed upon time. The researcher made prior appointments to avoid any inconvenience. Follow-up were done through emails and calls to remind the participants.

The regression analysis model was computed as below.

$$Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + \epsilon$$

Where Y is the Employee Performance; X₁= devolved recruitment and selection practices; X₂= devolved rewards and benefits practices; X₃= devolved training and development practices; X₄= devolved resource allocation practices; ε =Error Term; B₁, B₂, B₃, B₄ = regression coefficient of four variables.

4.0 Research Findings

Table 1: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.671a	.450	.417	0.49473

a. Predictors: (Constant), Devolved resource allocation practices, Devolved rewards and benefits practices, Devolved training and development practices, Devolved recruitment, and selection practices

Source: Researcher (2023)

The results of the regression analysis as shown by Table 1 coefficient of correlation was 0.671 with a coefficient of determination of 0.450. This implied that the devolution practices studied explained 45.0 percent of the variations in the employee performance at Marsabit County Government (R²=0.450). This implies that only 55.0 percent of the variation in the performance is explained by factors other than those investigated by the study.

Table 2: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13.241	4	3.310	13.524	.000a
Residual	16.154	66	0.245		
Total	29.395	70			



a. Predictors: (Constant), Devolved resource allocation practices, Devolved rewards and benefits practices, Devolved training and development practices, Devolved recruitment and selection practices

b. Dependent Variable: Employee performance

Source: Researcher (2023)

The model in Table 2 was found to be valid at 99 percent level of significance as the p-value was less than 0.05 as per Table 2. This meant that the independent variables were a good predictor of variations in employee performance at Marsabit County Government. Thus, there was a significant effect between devolved resource allocation practices, devolved rewards and benefits practices, devolved training and development practices, devolved recruitment and selection practices and employee performance.

Table 3: Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.630	0.331		1.901	0.062
Devolved recruitment and selection practices	0.013	0.096	0.018	0.133	0.005
Devolved rewards and benefits practices	0.219	0.067	0.305	3.256	0.002
Devolved training and development practices	0.113	0.092	0.167	1.226	0.000
Devolved resource allocation practices	0.399	0.103	0.506	3.862	0.000

a. Dependent Variable: Employee performance

Source: Researcher (2023)

The value of the constant in Table 3 shows that the employee performance at Marsabit County Government will always exist at a certain minimum ($\beta_0 = 0.630$, $P < 0.05$). From the model coefficients, all the variables including were found to affect the employee performance at Marsabit County Government positively. This implies that an increase in these practices will result in improvement the performance level. All the variables had p-value less than 5 percent ($P < 0.05$) meaning that these variables are significant.

5.0 Conclusions and Recommendations

5.1 Conclusions

The study concludes that devolved recruitment and selection practices have a significant positive impact on employee performance within the county government of Marsabit, Kenya. This finding highlights the importance of decentralizing these processes to match the local context and needs. By doing so, the county government can ensure that employees are selected and placed in roles that align with their skills and competencies, ultimately leading to improved performance. The study's conclusion also underscores the importance of devolved rewards and benefits practices in positively influencing employee performance. When compensation and benefits decisions are made at the county level, they can be tailored to address the unique requirements and expectations

of county government employees. Consequently, this enhances motivation and job satisfaction, contributing to higher levels of performance among the workforces.

The study concludes that effective devolved training and development practices significantly boost employee performance at the county government of Marsabit. By conducting training programs at the local level and catering them to the specific needs of the county, employees acquire relevant skills and knowledge, which translates into better job performance. Additionally, the study concludes that proper devolved resource allocation practices positively affect employee performance. When resources are allocated efficiently and transparently at the county level, it empowers local authorities to make strategic decisions that align with the county's priorities and goals. The study's conclusions emphasize the importance of continued efforts to strengthen and refine devolved practices to maximize their positive impact on employee performance and, by extension, the effectiveness of the county government.

5.2 Recommendations

The study recommends that county government authorities should actively embrace and implement devolved recruitment and selection practices. This entails decentralizing the recruitment and selection processes to ensure that positions are filled with qualified individuals who are well-suited to the unique needs of the county. To facilitate this, the county government should establish clear guidelines and criteria for local recruitment and selection, taking into account the skills, competencies, and local context. Furthermore, the study recommends the development and implementation of robust devolved rewards and benefits policies. County governments should tailor compensation and benefits packages to match the specific requirements and expectations of their employees. This can involve conducting regular reviews of salary structures, introducing performance-based incentives, and providing opportunities for career advancement within the county government.

In light of the positive influence of devolved training and development practices on employee performance, the study recommends that county governments prioritize continuous learning and skill development programs. This includes the establishment of training academies or centers within the county to provide relevant and accessible training opportunities for employees. County authorities should also allocate sufficient resources to support these initiatives and encourage employees to actively participate in skill-enhancing programs. To optimize employee performance, the study recommends that county governments continue to refine their devolved resource allocation practices. This involves adopting transparent and accountable resource allocation mechanisms, such as budgeting processes that prioritize the county's development objectives. County officials should work closely with relevant stakeholders to ensure that resources are allocated efficiently and effectively to meet the needs of the county government and its employees. The study further strongly recommends a continued commitment to the principles of devolution. County governments should recognize the significant positive relationship between devolution and employee performance and continue to promote decentralized decision-making processes. This includes empowering local leaders and administrators to make informed decisions that align with the county's strategic goals, as well as fostering a culture of accountability and transparency in governance.

The study recommends that organizations within the county government of Marsabit should consider implementing and strengthening devolved recruitment and selection practices. To achieve this, they should establish clear and standardized criteria for hiring, ensuring that selection panels



are well-trained and competent. Regularly reviewing and updating recruitment procedures can further improve transparency and fairness in the process. By doing so, organizations can attract and retain the most qualified individuals, ultimately enhancing employee performance. The study recommends that organizations should adopt and maintain devolved rewards and benefits practices. This includes revisiting compensation structures to ensure they are competitive and aligned with industry standards. Moreover, organizations should consider implementing performance-based incentives and recognition programs to motivate employees. Regularly surveying employees to gather feedback on their satisfaction with compensation and benefits can help tailor packages to meet their needs. Such practices can contribute to higher levels of job satisfaction and, consequently, improved employee performance.

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