Strategic Human Resource Management Practices and Organizational Effectiveness in the Lake Region Counties, Kenya

STRATEGY

VISION

RESEARCH

Strategic Human Resource Management Practices and Organizational Effectiveness in the Lake Region Counties, Kenya

Vivian Omollo[1]*, Dr. Dennis Juma[2]

Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Purpose: This study investigated the effect of strategic human resource management (SHRM) practices on organizational effectiveness in the Lake Region counties of Kenya. The study specifically examined strategic performance management, strategic employee development, strategic motivation, and strategic talent management as key predictors of organizational effectiveness.

Methodology: A descriptive survey design was employed, integrating both qualitative and quantitative research methods to ensure a comprehensive analysis. The study targeted HR managers and supervisors in county governments across the Lake Region, employing stratified random sampling to ensure fair representation from different departments. Primary data was collected using structured questionnaires, with reliability and validity tested through Cronbach's Alpha and factor analysis, respectively. Data analysis was conducted using descriptive and inferential statistics, including correlation and regression analysis. Correlation and regression analyses were conducted using data from 105 respondents.

Findings: The results revealed that all four SHRM practices had significant positive relationships with organizational effectiveness. Strategic motivation mechanisms had the strongest effect, followed by employee development, performance management, and talent management. These findings suggest that counties that invest in employee recognition, continuous training, structured performance systems, and talent pipelines experience improved operational efficiency and service delivery.

Unique Contributions to Theory, Practice and Policy: The study highlights the value of aligning HR strategies with county goals, while recommendations emphasize the need for HR policy frameworks that support motivation, training, and succession planning. The study suggests further research on mediating factors such as organizational culture, and advocates for longitudinal and regionally comparative studies. It also proposes incorporating employee perspectives and examining the role of technology in HRM. Overall, the study provides evidence that effective strategic HRM practices are essential drivers of performance and can enhance the capacity of devolved governments in Kenya to deliver quality services.

Keywords: *Performance Management, Employee Development, Motivation Mechanisms, Talent Management, Lake Region*

INTRODUCTION

Background of the Study

Strategic Human Resource Management (SHRM) practices have become essential in enhancing organizational effectiveness in various organizations worldwide. In Kenya, these practices have been widely studied across different sectors, including public and private institutions, to determine their impact on workforce efficiency and organizational success (Nyambu, 2018; Odhiambo & Waiganjo, 2018). However, there is a limited body of research focusing specifically on the Lake Region counties, an area with unique economic and organizational dynamics. Given the growing need for improved service delivery and employee productivity in this region, an investigation into the role of SHRM practices in shaping workforce performance is both timely and necessary.

Organizational effectiveness is a key driver of organizational growth and competitiveness, particularly in resource-constrained environments. Effective SHRM practices, such as recruitment and selection, training and development, performance appraisal, compensation, and employee empowerment, have been identified as critical components in enhancing employee productivity (Wainaina, Iravo, & Waititu, 2014). Studies conducted in different Kenyan contexts indicate that organizations implementing structured HRM policies tend to experience higher levels of job satisfaction, employee commitment, and overall organizational efficiency (Gitonga, 2019; Kinyua, 2017). However, the extent to which these findings apply to the Lake Region counties of Kenya remains largely unexplored.

Globally, SHRM practices have been instrumental in improving workforce performance and organizational competitiveness. Developed economies such as the United States, Germany, and Japan have emphasized talent acquisition, leadership development, and digital HRM systems to enhance productivity. Research suggests that companies in these regions that invest in strategic HRM initiatives, such as continuous learning and employee engagement programs, tend to achieve higher job satisfaction and lower turnover rates (Armstrong & Taylor, 2020). The increasing adoption of artificial intelligence (AI) and data analytics in HR functions has further revolutionized performance management, providing organizations with predictive insights for talent retention and skill development.

At the regional level, African countries have made significant strides in adopting SHRM practices to enhance workforce efficiency. Countries such as South Africa, Nigeria, and Rwanda have implemented HRM policies aimed at professionalizing human resource functions and aligning them with national development goals (Kamoche et al., 2012). In many emerging economies, SHRM has played a crucial role in addressing challenges such as high unemployment, skills mismatches, and workforce mobility. Studies indicate that organizations that prioritize employee development through structured training programs and performance-based incentives tend to experience enhanced productivity and workforce stability (Kiruhi, 2018).

The Lake Region counties of Kenya, which include Kisumu, Homa Bay, Siaya, and Migori are characterized by diverse economic activities, including agriculture, trade, and public service. Despite their economic potential, many organizations in these counties face challenges related to human resource management, such as high employee turnover, low motivation, and inconsistent performance appraisal systems (Odhiambo & Waiganjo, 2018). Understanding how SHRM practices influence organizational effectiveness in this specific region is crucial for formulating policies that enhance workforce productivity and organizational effectiveness.

Several studies have underscored the positive correlation between SHRM practices and organizational effectiveness in various industries. Wainaina, Iravo, and Waititu (2014) analyzed HRM practices in Catholic institutions of higher learning in Kenya. The study established that performance appraisal and training contributed significantly to employee motivation and effectiveness. Odhiambo and Waiganjo (2018) explored SHRM practices in Kenyan public universities. Their study found that structured HRM strategies, including recruitment, performance management, and employee development, positively impacted institutional performance. Elsewhere, Gitonga (2019) investigated SHRM practices in selected Kenyan public universities and found that organizations implementing structured HRM policies experienced higher job satisfaction, employee commitment, and operational efficiency. On the other hand, Kinyua (2017) studied the effect of SHRM practices on performance in multinational companies in Kenya. The findings revealed that structured HRM policies enhanced organizational efficiency by fostering a motivated and engaged workforce.

Statement Problem

Strategic Human Resource Management (SHRM) practices have become essential in enhancing organizational effectiveness in various organizations worldwide. Organizations rely on SHRM practices to optimize organizational effectiveness, align workforce objectives with strategic goals, and enhance overall efficiency. Effective human resource strategies, such as performance-based compensation, continuous training, and well-structured recruitment processes, have proven essential in fostering employee motivation and organizational success. However, in many public institutions, including county governments, the adoption of SHRM remains inconsistent, leading to inefficiencies in workforce management and service delivery. Counties in the Lake Region have continued to struggle with employee-related challenges, necessitating an in-depth examination of how SHRM can be leveraged to improve performance.

Despite the increasing demand for better public service delivery, the performance of county employees in the Lake Region remains a significant concern. Reports from the Office of the Auditor General (OAG) and the Controller of Budget (COB) highlight inefficiencies such as low budget absorption rates, high absenteeism, and delays in project implementation. The COB's 2023 report indicated that some counties in the region had development budget absorption rates below 50%, primarily due to slow project execution linked to workforce inefficiencies. Moreover, the

OAG has flagged persistent issues in financial mismanagement, procurement delays, and lack of accountability, all of which suggest shortcomings in HRM practices. These challenges indicate the urgent need for county governments to strengthen their strategic HRM frameworks to enhance employee efficiency and service delivery.

Several recent studies have examined the influence of SHRM on organizational effectiveness in Kenya and beyond. Studies by Jiang *et al*. (2021) and Guest (2022) highlight the role of high-performance work systems, strategic workforce planning, and HR digitization in improving employee engagement and productivity. Within the African context, Opoku and Arthur (2020) emphasize the significance of contextualized HRM policies in public institutions, noting that ineffective policy implementation often leads to workforce inefficiencies. Kenyan studies, including those by Mwangi and K'Obonyo (2021) and Ndung'u *et al.* (2023), suggest that performance management systems, talent development, and digital HR platforms positively impact service delivery in public organizations. However, most of these studies focus on national government agencies and multinational corporations, leaving a gap in understanding SHRM's effects within county governments, particularly in the Lake Region. Additionally, limited empirical research has explored how counties can leverage SHRM innovations, such as HR analytics and AI-driven talent management, to improve organizational effectiveness.

This study seeks to fill the existing knowledge gap by investigating the effect of SHRM practices on organizational effectiveness in the Lake Region counties. By examining key HRM strategies of performance management, employee development, and motivation mechanisms, the study aims to establish their impact on workforce efficiency in county governments. The findings will provide empirical insights into best practices that county administrations can adopt to enhance organizational effectiveness, ultimately improving service delivery and governance outcomes in the region.

Main Objective

To establish the effect of strategic Human Resource management practices on organizational effectiveness in the Lake Region counties of Kenya

Specific Objectives

(i)   To examine the effect of strategic performance management practices on organizational effectiveness in the Lake Region counties.

(ii)   To assess the impact of strategic employee development initiatives on organizational effectiveness in the Lake Region counties.

(iii)   To analyze the effect of strategic motivation mechanisms on organizational effectiveness in the Lake Region counties.

(iv)   To evaluate the effect of strategic talent management strategies on organizational effectiveness in the Lake Region counties.

LITERATURE REVIEW

Theoretical Framework

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory, developed by Barney (1991), posits that an organization's competitive advantage stems from its internal resources, particularly those that are valuable, rare, inimitable, and non-substitutable (VRIN). In the context of Strategic Human Resource Management (SHRM), employees are considered a key resource that can drive organizational performance when effectively managed. County governments in the Lake Region must leverage SHRM practices such as performance management, employee development, and motivation mechanisms to optimize their workforce capabilities. However, inefficiencies in HR policies, limited training opportunities, and inadequate motivation strategies often hinder counties from fully utilizing their human capital.

This study examined how well the counties align their HRM strategies with the RBV perspective to enhance organizational effectiveness and service delivery. RBV further highlights the importance of talent management as a strategic function in human resource management. Counties that invest in training, mentorship, and leadership development programs create a sustainable competitive edge by fostering a skilled and engaged workforce. Unfortunately, public institutions, including county governments, often struggle with high staff turnover, skill gaps, and bureaucratic inefficiencies that prevent them from building strong HR capabilities. By evaluating the impact of strategic HRM practices on organizational effectiveness, this study assessed whether county governments in the Lake Region are effectively utilizing their workforce as a source of competitive advantage.

Goal-Setting Theory

Goal-Setting Theory, proposed by Locke and Latham (1990), asserts that specific and challenging goals lead to higher performance by enhancing employee motivation and commitment. The theory suggests that employees perform better when they have clear objectives, constructive feedback, and a sense of purpose in their roles. Strategic performance management systems, including target-setting, periodic evaluations, and reward mechanisms, are critical in shaping employee behavior and productivity in county governments. However, many counties in the Lake Region lack structured goal-setting mechanisms, leading to poor accountability and inefficiencies in service delivery. This study seeks to assess the extent to which counties use goal-setting frameworks to drive organizational effectiveness and organizational success.

The application of Goal-Setting Theory in public sector HRM highlights the importance of aligning individual employee goals with broader institutional objectives. In county governments, this requires clear performance expectations, measurable work targets, and continuous performance tracking. Unfortunately, public sector organizations often face challenges such as political interference, inconsistent policies, and a lack of effective monitoring tools, which weaken goal-setting structures. This study investigates whether counties in the Lake Region have adopted strategic performance management practices that enable employees to work towards well-defined objectives, ultimately enhancing workforce efficiency.

Human Capital Theory

Human Capital Theory, developed by Schultz (1961) and later expanded by Becker (1964), argues that investments in employee skills, education, and training directly enhance organizational productivity. The theory underscores the idea that employees are assets whose value can be increased through continuous learning and development. In the context of county governments, effective employee development initiatives, such as capacity-building programs, leadership training, and mentorship schemes, are critical for improving workforce efficiency. However, limited investment in training and professional growth opportunities in the Lake Region counties has hindered organizational effectiveness, leading to inefficiencies in public service delivery. This study analyzed the role of strategic employee development initiatives in improving productivity within county administrations.

Human Capital Theory further explains how skill development contributes to economic growth and institutional performance. County governments that prioritize workforce training and knowledge enhancement are more likely to achieve higher levels of service delivery and policy implementation efficiency. However, in many Kenyan counties, financial constraints, bureaucratic red tape, and lack of HR planning have led to inadequate training programs for public servants. This study assessed the extent to which counties in the Lake Region have adopted strategic employee development frameworks and whether these initiatives have translated into improved job performance.

Institutional Theory

Institutional Theory provides a robust lens through which to examine the influence of external pressures on the adoption of strategic human resource management (SHRM) practices in public sector organizations. Rooted in the foundational work of DiMaggio and Powell (1983), the theory posits that organizations are shaped by the institutional environments in which they operate, rather than by purely technical or efficiency-driven motives. These environments include regulatory frameworks, professional norms, and cultural expectations that influence organizational behavior and decision-making. In the context of Kenya's devolved governance system, county governments in the Lake Region function within a dynamic institutional landscape that strongly affects their HRM practices.

County governments are particularly subject to coercive pressures from regulatory institutions such as the Public Service Commission, the Salaries and Remuneration Commission, and the Ministry of Devolution and ASALs. These bodies provide legal and procedural guidelines that mandate specific HRM structures and practices, including standardized recruitment procedures, performance management systems, and staff training programs (Republic of Kenya, 2015). Counties adopt these practices not only to comply with legal requirements but also to secure budgetary approvals and avoid sanctions during audits by oversight bodies like the Office of the Auditor-General.

In addition to legal mandates, normative pressures arise from professional networks and educational institutions that promote best practices in HRM. The Institute of Human Resource Management (IHRM-Kenya), for instance, plays a key role in shaping the professional behavior of HR officers through certification, training, and codes of conduct. These professional norms foster a shared understanding among HR practitioners about what constitutes effective and ethical human resource management (Scott, 2001). As a result, even in resource-constrained counties, HR departments may strive to implement performance-based appraisals, succession planning, and employee welfare initiatives to align with the expectations of their peers and maintain professional legitimacy.

Mimetic pressures further influence SHRM adoption as counties seek to emulate successful models observed in peer jurisdictions or international development guidelines. In times of uncertainty or performance challenges, counties may replicate HRM strategies perceived to be effective in more developed or better-performing counties (Tolbert & Zucker, 1996). This imitation helps counties signal their commitment to modernization and good governance. Platforms such as the Council of Governors and inter-county forums promote this diffusion of practices by enabling knowledge sharing and benchmarking activities across counties (Waweru, 2018).

Thus, Institutional Theory anchors the objective of assessing how external pressures influence the adoption of SHRM practices in Lake Region counties. It provides a comprehensive framework for understanding how coercive, normative, and mimetic forces shape the behavior of public organizations. By applying this theory, the study not only identified the institutional drivers behind HRM practices but also evaluated how these practices, once adopted, contribute to organizational effectiveness. This broader perspective ensures that SHRM is not viewed solely as an internal administrative function but as a strategic response to complex institutional environments.

Conceptual Framework

INDEPENDENT VARIABLES

Strategic Performance Management:
- Performance appraisal and feedback systems
- Key Performance Indicators (KPIs) implementation
- Reward and recognition mechanisms

DEPENDENT VARIABLE

Strategic Employee Development:
- Training and capacity-building programs
- Career growth and succession planning
- Skills enhancement workshops

Organizational Effectiveness:
- Task completion efficiency
- Quality of service delivery
- Employee productivity levels

Strategic Motivation:
- Competitive compensation and benefits
- Employee recognition and rewards
- Work-life balance policies

Strategic Talent Management:
- Effective recruitment and selection processes
- Talent retention and engagement programs
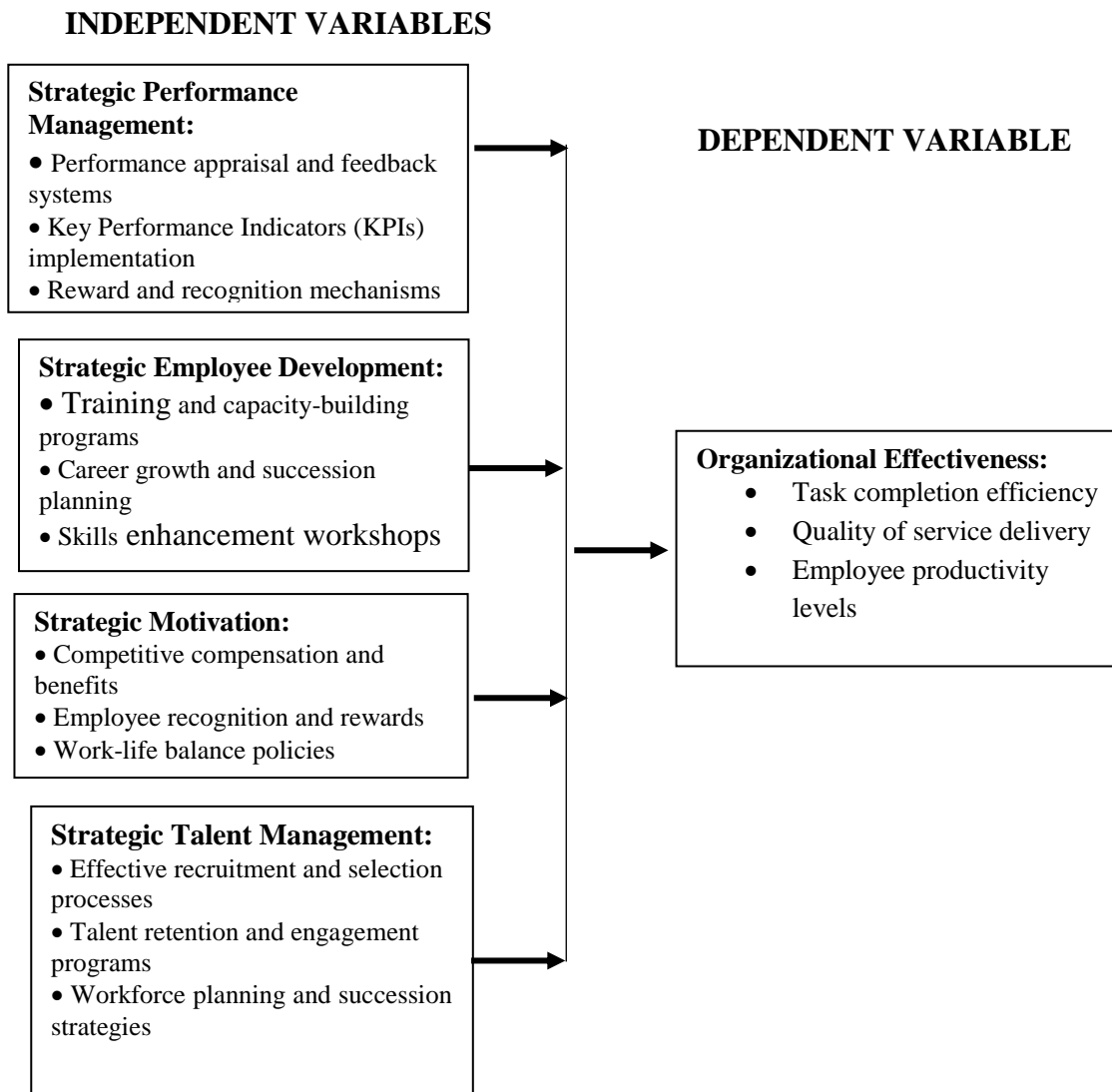- Workforce planning and succession strategies

Figure 1: Conceptual Framework

Critique of Empirical Literature

The empirical literature reviewed presents diverse perspectives on strategic human resource management practices and their impact on organizational effectiveness across different industries and regions. While studies such as those by Akhtar and Mittal (2015), Mbugua et al. (2015), and Gitonga et al. (2024) emphasize the structured implementation of strategic performance management to improve employee retention and organizational outcomes, others like Maina (2020) and Langat & Lewa (2017) focus on the broader impact of strategic management practices on competitiveness and operational efficiency. A common theme across these studies is the importance of aligning performance management with strategic goals, yet their methodologies

differ—some rely on quantitative surveys, while others integrate qualitative elements. Despite these differences, all studies affirm that structured strategic performance management enhances organizational effectiveness, though some highlight challenges such as implementation barriers and variations in employee perceptions.

Similarly, the literature on strategic employee development and motivation provides nuanced findings. Napitupulu et al. (2017) argue that career development indirectly influences organizational effectiveness through mediators like perceived organizational support and motivation, whereas Mutua & Wanjiku (2023) and Kwon et al. (2024) highlight direct positive correlations between employee development and engagement. In contrast, Khattak et al. (2023) expand the scope by linking organizational development interventions, such as mergers and acquisitions, with employee development outcomes, suggesting that macro-level strategies also influence individual performance. These studies collectively acknowledge the role of continuous development in employee productivity, though some emphasize structural factors like workplace environment and leadership. The varying methodologies—ranging from structural equation modeling to literature reviews—indicate that while the link between employee development and performance is well-established, the strength of this relationship may depend on organizational culture and specific HR strategies.

The discussion on strategic talent management and organizational effectiveness presents similarly diverse insights. Abdullahi et al. (2022) and Kamau & Juma (2023) focus on recruitment, training, and retention, arguing that well-executed talent management strategies enhance organizational effectiveness. However, Ademba & Juma (2020) report mixed findings, with career development showing no significant effect on performance within local NGOs. Alabbas et al. (2024) introduce perceived organizational support as a mediator, suggesting that employees perform better when talent management strategies are coupled with supportive work environments. This contrast in findings implies that while talent management is crucial, its effectiveness depends on contextual factors such as industry dynamics, organizational structure, and employee expectations. Overall, the literature agrees on the importance of talent management in enhancing organizational effectiveness, but the variations in empirical results highlight the need for tailored strategies that align with organizational goals and employee needs.

RESEARCH METHODOLOGY

This study adopted a descriptive survey design, integrating both quantitative and qualitative methods. The target population for this study consisted of Human Resource managers and supervisors working in county governments across the Lake Region counties. The study used the Krejcie and Morgan (1970) Table to determine the sample size. According to the table, for a population of 286, the appropriate sample size is 164. The sample was distributed using proportionate sampling. Primary data was collected using a structured questionnaire, which is an effective tool for gathering quantitative and qualitative data efficiently. The researcher employed

trained research assistants to distribute and collect questionnaires from respondents in the Lake Region counties. The assistants ensured that participants understand the questions and provide accurate responses. The drop-and-pick method was used for self-administered surveys, while follow-ups were conducted through phone calls and emails to enhance response rates. Google Forms were also used where the respondents were not reached physically. Descriptive measures of percentages and weighted means were used to analyze the quantitative data. In order to address the research questions, inferential statistics such as Analysis of Variance (ANOVA), correlation, and multiple linear regression analyses was conducted.

RESULTS AND DISCUSSION

Response Rate

A total of 148 questionnaires were distributed to the sampled respondents using research assistants. After they were filled, the researcher collected them for subsequent analysis. Only 105 of the 148 questionnaires that were sent out to the respondents were filled out in their whole and given back so that further investigation could be conducted. The overall response rate was 70.9%, as a result of this. According to Kothari (2014), who indicated that a response rate of 50% and above is good for a social sciences study. This implies that the response rate for the study was deemed good.

Descriptive Statistics

Before analysis to answer the research questions, the descriptive analysis was conducted.

Strategic Performance Management

The first independent variable of the study was strategic performance management. The descriptive statistics from the responses based on 105 respondents are shown table 1.

Table 1: Descriptive Statistics on Strategic Performance Management

Statement	N	Mean	Std. D.
Our county government has a well-defined performance management system that aligns employee goals with overall strategic objectives.	105	4.0190	.89851
Performance evaluation criteria in our organization are transparent, fair, and linked to strategic priorities.	105	3.5048	.86740
Employees receive regular and constructive feedback on their performance to enhance productivity and efficiency.	105	3.6190	.72564
The organization uses key performance indicators (KPIs) and measurable targets to track employee and departmental performance.	105	3.5048	.97195
The mission and vision were developed collectively	105	2.5143	1.04802
Valid N (listwise)	**105**		

The findings reveal strong agreement on the existence of well-defined performance management systems (mean = 4.0190), but moderate agreement on KPI use and evaluation transparency (mean = 3.5048 each). Feedback provision was rated fairly positively (mean = 3.6190). However, mission and vision co-creation scored lowest (mean = 2.5143; SD = 1.04802), highlighting weak inclusivity. Overall, counties show structural strength but need better clarity and participation in strategic processes.

Descriptive Statistics on Strategic Employee Development

The second independent variable was strategic employee development. The descriptive statistics from the responses is shown in Table 2.

Table 2: Descriptive Statistics on Strategic Employee Development

Statement	N	Mean	Std. D.
The organization provides employees with continuous training programs to enhance their skills and career growth.	105	2.5333	1.01020
Employee development initiatives are aligned with the organization's strategic goals and workforce needs.	105	3.0857	1.28687
There are clear career progression pathways that encourage employees to advance within the organization.	105	3.4571	.92016
The organization provides mentorship and coaching programs to enhance employee competencies.	105	2.9619	1.14290
Employees are encouraged to participate in leadership development and succession planning programs.	105	3.8667	.82119
Valid N (listwise)	**105**		

Descriptive statistics show strong support for leadership development (mean = 3.87) and clear career progression (mean = 3.46) in Lake Region counties. However, strategic alignment (mean = 3.09), mentorship (mean = 2.96), and continuous training (mean = 2.53) scored lower. Overall, while leadership growth is prioritized, consistent investment in training and coaching remains limited across counties.

Descriptive Statistics on Strategic Motivation Mechanisms

The third independent variable was strategic motivation mechanisms The descriptive statistics from the responses is shown in Table 3.

www.carijournals

Table 3: Descriptive Statistics on Strategic Motivation Mechanisms

Statement	N	Mean	Std. D.
The organization offers competitive rewards and incentives to motivate employees.	105	2.5333	1.08368
Employees receive recognition and appreciation for their contributions to organizational success.	105	2.6286	1.22676
The organization provides opportunities for career growth and professional development as a form of motivation.	105	3.5714	1.15073
The management actively involves employees in decision-making processes to enhance motivation.	105	3.5429	.92016
The organization fosters a positive work environment that encourages employee engagement and job satisfaction.	105	3.6476	.83183
Valid N (listwise)	**105**		

Descriptive statistics show that HR managers rate intrinsic motivators highly, with the top-rated statement on a positive work environment scoring a mean of 3.6476 (N = 105). Career growth (mean = 3.5714) and employee involvement (mean = 3.5429) also scored well. However, competitive rewards (mean = 2.5333, SD = 1.08368) and recognition (mean = 2.6286, SD = 1.22676) were rated lower, revealing disparities and gaps in financial motivation strategies.

Descriptive Statistics on Strategic Talent Management

The fourth independent variable was strategic talent management whose descriptive statistics from the responses are shown in Table 4.

Table 4: Descriptive Statistics on Strategic Talent Management

Statement	N	Mean	Std. D.
The organization has a structured talent identification and succession planning process.	105	3.1810	1.10750
The recruitment and selection processes are aligned with the organization's strategic objectives.	105	3.3905	1.13082
The organization provides continuous learning and development programs to enhance employee skills.	105	3.0476	1.30370
Employees are given opportunities for career progression based on performance and potential.	105	3.7143	.78095
The organization implements effective retention strategies to reduce	105	2.9048	1.07885
Valid N (listwise)	**105**		

The data reveal strengths in career progression (mean = 3.7143) and recruitment alignment (mean = 3.3905), reflecting a moderate strategic focus. However, succession planning (mean = 3.1810), learning programs (mean = 3.0476), and retention strategies (mean = 2.9048) are weaker, with high standard deviations (up to 1.30370), indicating inconsistency across counties. Overall, talent management practices require enhancement to ensure effectiveness and reduce turnover.

Descriptive Statistics on Organizational effectiveness

The dependent variable of the study was organizational effectiveness. The descriptive statistics from the responses is shown in Table 5.

Table 5: Descriptive Statistics on Organizational Effectiveness

Statement	N	Mean	Std. D.
Employees in this organization consistently meet or exceed their performance targets and objectives.	105	3.1810	1.10750
Employees' work contributes effectively to the overall success of the organization.	105	3.3905	1.13082
Employees receive regular feedback that helps them improve their job performance.	105	3.0476	1.30370
Employees feel motivated and engaged in their work, leading to higher productivity.	105	3.7143	.78095
Employees effectively collaborate with colleagues to achieve organizational goals.	105	2.9048	1.07885
Valid N (listwise)	105		

The analysis shows strong employee motivation and engagement (mean = 3.7143, SD = 0.78095), but reveals inconsistencies in performance (mean = 3.1810, SD = 1.10750), feedback (mean = 3.0476, SD = 1.30370), and collaboration (lowest mean = 2.9048, SD = 1.07885). Clarifying roles, enhancing feedback, and fostering teamwork could improve overall effectiveness and align individual efforts with organizational success.

Correlation Analysis

In this section, the outcomes of the correlation and regression analyses are discussed.

Table 6: Correlation Matrix

		OEF	SPM	SED	SMM	STM
OEF	Pearson Correlation	1				
	N	105				
SPM	Pearson Correlation	.521**	1			
	Sig. (2-tailed)	.005				
	N	105	105			
SED	Pearson Correlation	.554**	.027	1		
	Sig. (2-tailed)	.001	.092			
	N	105	105	105		
SMM	Pearson Correlation	.578**	.214*	.264	1	
	Sig. (2-tailed)	.000	.028	.241		
	N	105	105	105	105	
STM	Pearson Correlation	.513**	.203	.265*	.136*	1
	Sig. (2-tailed)	.000	.116	.000	.011	
	N	105	105	105	105	105

**. Correlation is significant at the 0.05 level (2-tailed).

The results reveal that organizational effectiveness has a statistically significant and moderately strong positive relationship with strategic performance management. Specifically, the Pearson correlation coefficient is 0.521 with a significance level of $p = 0.005$, indicating that as strategic performance management practices improve, so does overall organizational effectiveness. For strategic employee development, the correlation with organizational effectiveness is even stronger, at $r = 0.554$, and is statistically significant at $p = 0.001$. This indicates that enhancing employee development efforts such as offering continuous training, career development opportunities, and skill-building initiatives leads to better organizational outcomes.

Among the strategic human resource practices examined, strategic motivation mechanisms show the strongest correlation with organizational effectiveness, at $r = 0.578$, with a p-value of 0.000, indicating a highly significant and robust positive relationship. Finally, the relationship between strategic talent management and organizational effectiveness is also statistically significant, with a correlation coefficient of $r = 0.513$ and a p-value of 0.000.

Regression Analysis

This study used multiple regression analysis. Regression analysis aimed at generating model summary, analysis of variance (ANOVA) and regression coefficients was done.

www.carijournals

The model Summary

The model summary consists of R. value, R square value, Adjusted R Squared Value, and a standard error of the estimate.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.640[a]	.409	.386	.31953	.000

a. Predictors: (Constant), SPM, SED, SMM, STM

b. Dependent Variable: OEF

According to the model summary, the coefficient of correlation R was 0.640, indicating a strong association between the variables that were considered independent (predictors) and the variable that was considered dependent (the research outcome). The coefficient of determination, also known as R square, was 0.409, which indicates that the predictor variables in the study were responsible for 40.9% of the variation in the variable that was being studied. Therefore, Strategic employee development, Strategic motivation mechanisms, Strategic talent management, and organizational effectiveness are all capable of explaining 40.9% of the variances in Strategic performance management. The remaining 59.1% can be accounted for by additional variables that were not taken into consideration when developing this model.

Analysis of Variance

An analysis of variance, also known as an ANOVA, was performed on the regression model in order to have a better understanding of the significance level of the connection between the predictor variables, also known as independent variables, and the dependent variable, also known as the research outcome.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.080	4	1.770	17.336	.000[b]
	Residual	10.210	100	.102		
	Total	17.290	104			

a. Dependent Variable: OEF

b. Predictors: (Constant), SPM, SED, SMM, STM

Because the p-value was found to be lower than 5% of the predetermined threshold for significance, it was determined that the model summary is statistically significant. In light of this, the model achieved statistical significance at the 0.05 alpha level. According to the findings, the

regression model is accurate, and the results also show that there is a statistically significant connection between each of the predictor variables and the variable that is being modelled. Therefore, the model was appropriate for its intended purpose of explaining the correlations between the dependent variable and the independent variable.

Regression Coefficients

After it was determined that there was a correlation between the dependent variable and each of the independent factors, it was essential to assess the combined effect of the independent variables with the dependent variable using a regression analysis. The findings of this analysis are provided in table 9 below.

Table 9: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.251	.390		.644	.521
	SPM	.192	.064	.239	2.998	.003
	SED	.268	.080	.264	3.324	.001
	SMM	.346	.087	.319	3.959	.000
	STM	.181	.064	.232	2.849	.005

a. Dependent Variable: OEF

The specific model therefore becomes:

Y= 0.251+ 0.192SPM + 0.268SED + 0.346SMM + 0.181STM

The regression output shows that strategic performance management significantly influences organizational effectiveness, with a standardized beta coefficient of 0.239 and a p-value of 0.003. This indicates that even after controlling for other variables, effective performance management practices still make a meaningful, independent contribution to how well an organization performs. In practical terms, when county governments implement systems that clearly align individual responsibilities with the county's strategic priorities, and fairly evaluate employee performance, their overall institutional effectiveness improves. A recent study by Musyoka and Wanjiku (2020) found that counties with robust appraisal systems and feedback loops experienced smoother service delivery and higher staff morale—both vital signs of effectiveness.

Strategic employee development also has a significant positive effect, with a standardized beta of 0.264 and a p-value of 0.001. This suggests that employee training, career advancement opportunities, and skill development initiatives directly and positively impact organizational performance. Essentially, counties that invest in continuous learning—be it through workshops, mentorship, or academic sponsorships—benefit from a more agile and competent workforce. This aligns with findings by Otieno et al. (2021), who argued that in the public sector, structured

employee development leads to innovation in service delivery and reduces institutional inertia. Their work emphasized that when employees feel their growth is supported, they become more committed to organizational goals.

Strategic motivation mechanisms show the strongest influence among the variables, with a beta coefficient of 0.319 and a p-value less than 0.001. This reinforces the idea that motivation—whether through financial incentives, recognition, participatory management, or a positive work culture—is a key driver of organizational effectiveness. In counties, where staff feel valued and involved in decision-making, their output tends to be more focused and mission-aligned. A study by Njeri and Muriuki (2019) reported that counties that implemented non-monetary motivation schemes, such as public recognition and internal promotion pathways, recorded significant increases in service efficiency and employee retention.

Lastly, strategic talent management also contributes positively to organizational effectiveness, as reflected by a beta coefficient of 0.232 and a p-value of 0.005. This demonstrates that well-managed recruitment, succession planning, and retention strategies have a tangible impact on organizational performance. When counties take time to place the right people in the right roles, and when they manage transitions and leadership continuity effectively, they reduce operational disruptions and build institutional resilience. A more recent study by Chalo and Karanja (2022) observed that counties in Kenya with structured talent pipelines—especially for technical and leadership roles—reported better long-term planning and citizen satisfaction outcomes.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concludes that strategic human resource management (SHRM) practices significantly influence organizational effectiveness in the county governments of Kenya's Lake Region. Strategic performance management emerged as a key driver, with counties that align individual goals with broader objectives and monitor performance achieving higher operational efficiency. This underscores the importance of embedding performance systems to enhance accountability and service delivery. Strategic employee development was also found to be critical, as continuous professional training and mentorship initiatives improve both individual competencies and institutional adaptability, fostering a culture of innovation and learning.

Motivation mechanisms showed the strongest influence among the SHRM practices studied. Counties that implement both financial and non-financial incentives—such as recognition, career growth opportunities, and inclusive decision-making—recorded improved organizational outcomes. These practices enhance employee engagement, job satisfaction, and overall commitment. Additionally, strategic talent management, including structured recruitment, succession planning, and leadership development, was found to support long-term organizational resilience and effectiveness. Counties that focus on attracting, retaining, and preparing skilled

personnel are better positioned to achieve development goals despite administrative or political transitions.
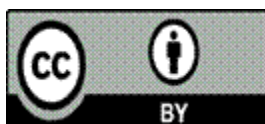
Recommendations

To enhance organizational effectiveness, county governments in Kenya's Lake Region should institutionalize strategic performance management systems with clear targets, regular appraisals, and trained supervisors to foster accountability. Strengthening employee development through skills gap assessments, structured career progression, and professional growth opportunities is also vital. Counties should implement inclusive motivation strategies that combine financial and non-financial incentives, promoting employee engagement and morale. Additionally, adopting strategic talent management frameworks—including succession planning, internal leadership development, and data-driven talent acquisition—will reduce reliance on external hires and enhance institutional continuity. These integrated HRM practices will align individual contributions with county goals, improve service delivery, and build resilient public institutions.

REFERENCES

Abdullahi, M., Hassan, A., & Yacob, P. (2022). Talent management practices on employee performance: A mediating role of employee engagement in institutions of higher learning. *International Journal of Contemporary Research in Management and SocialSciences, 5*(2), 112-128.

Ademba, P., & Juma, D. (2020). Influence of talent management strategies on employees' performance in local non-governmental organizations in Kisumu Central Sub-County, Kenya. *Strategic Journal of Business & Change Management, 7*(2), 55-75.

Akhtar, M., & Mittal, R. K. (2015). Implementation issues in strategic performance management in the Indian oil industry. *Measuring Business Excellence, 19*(1), 1- 15.

Alabbas, M., Hussein, A., & Al-Kurdi, B. (2024). Talent management intervention towards performance outcomes of Jordanian telecommunication companies: Mediating role of perceived organizational support. *BMC Psychology, 12*(1), 1-14.

Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice.* Kogan Page Publishers.

Becker, B. E., & Huselid, M. A. (1998). High-performance work systems and firm performance: A synthesis of research and managerial implications. *Research in Personnel and Human Resources Management, 16*, 53-101.

Gitonga, R. (2019). Strategic Human Resource Management Practices and Performance of Selected Public Universities in Kenya. *Kenyatta University Repository.*

Gitonga, M. W., Mbaka, M. W., & Kariuki, J. K. (2024). Strategic performance management and student performance in Kenyan public secondary schools. *Journal of Education and Practice, 15*(1), 110-125.

Guest, D. E. (2022). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal, 32*(1), 10-28.

Jiang, K., Hu, J., Liu, S., & Lepak, D. P. (2021). Understanding human resource systems and firm performance: A meta-analysis. *Academy of Management Journal, 64*(2), 530-556.

Kamoche, K., Chizema, A., Mellahi, K., & Newenham-Kahindi, A. (2012). *Management and Organization in Africa: A Critical Approach.* Routledge.

Khattak, M. S., Iqbal, S., & Aslam, S. (2023). Employee development and organizational performance: The role of strategic organization development interventions. *Pakistan Social Sciences Review, 7*(2), 89-108.

Kinyua, J. (2017). Strategic Human Resource Management Practices: Effect on Performance in Multinational Companies in Kenya. *Strathmore University.*

Kiruhi, D. (2018). Strategic HRM and Workforce Productivity in Emerging Economies. *African Journal of Business and Management.*

Kothari, C. R. (2004). *Research Methodology: Methods and Techniques* (2nd ed.). New Age International.

Langat, C., & Lewa, P. (2017). Effects of strategic management practices on the organizational performance of oil firms in Kenya: A survey of oil firms in Mombasa County. *Research Publish Journals, 5*(9), 45-56.

Maina, J. W. (2020). Strategic management practices and firm performance in Kenyan SMEs: A case of Thika Town. *University of Nairobi repository.*

Mbugua, J., Waiganjo, E., & Njeru, A. (2015). Strategic performance management and employee retention in Kenyan commercial banks. *International Journal of Business Administration, 6*(4), 75-84

Mutua, J., & Wanjiku, C. (2023). Building high-performing teams: Analyzing the influence of employee development practices on private university performance in Kenya. *International Journal of Research and Innovation in Social Science, 7*(5), 278-285.

Mwangi, R., & K'Obonyo, P. (2021). The role of HR analytics in enhancing employee productivity: Evidence from public sector organizations in Kenya. *Journal of HumanResource Management Research, 5*(1), 45-61.

Napitupulu, P., Suparman, Y., & Kusumaningrum, D. (2017). The impact of career development on organizational effectiveness in the Indonesian public sector. *Asian Journal of Political Science, 25*(3), 315-334.

Ndung'u, M., Wainaina, L., & Muli, J. (2023). Talent management and performance in Kenya's public service: The role of digital HR platforms. *African Journal of Public Administration, 8*(3), 78-92.

Nyambu, M. (2018). The Effect of Strategic Human Resource Management Practices on Organizational effectiveness in Institutions of Higher Learning in Kenya. *United States International University Repository.*

Odhiambo, O. & Waiganjo, P. (2018). Influence of Strategic Human Resource Management Practices on Performance of Public Universities in Kenya. *Journal of Human Resource Management.*

Wainaina, L., Iravo, M., & Waititu, A. (2014). The Effect of Human Resource Management Practices in Enhancing Organizational effectiveness in Catholic Institutions of Higher Learning in Kenya. *ResearchGate.*