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**Effect of Capacity-Building Strategy on Employee Performance in the
State Department for Public Service in Nairobi City County, Kenya**

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Abstract:

Purpose: This study investigates the effect of capacity-building strategy on employee performance within the State Department for Public Service in Nairobi City County, Kenya. In the context of evolving public sector demands, enhancing workforce capabilities through structured training and development initiatives has become a critical priority. Despite the implementation of various capacity-building programs, there is limited empirical evidence linking these strategies to tangible improvements in employee performance, particularly at the departmental level.

Methodology: The study adopted a descriptive, non-experimental research design, integrating both quantitative and

qualitative approaches. A target population of 385 employees across different organizational levels was identified, from which a purposive sample of 116 respondents (30%) was selected. Data collection involved semi-structured questionnaires and key informant interviews. Quantitative data were analyzed using descriptive statistics and multiple regression analysis in SPSS, while qualitative data were analyzed thematically. A response rate of 82.76% yielded 96 valid responses.

Findings: The results indicated high levels of both capacity-building implementation (mean = 4.08, SD = 0.77) and employee performance (mean = 4.07, SD = 0.77). Regression analysis revealed that capacity-building strategy significantly and positively influences employee performance ($\beta = 0.324$, $p < 0.001$). Key components such as training and development, skills enhancement, and leadership development were found to contribute meaningfully to improved job satisfaction, work quality, and operational efficiency.

Conclusion: The study concludes that well-structured and contextually relevant capacity-building strategies play an important role in enhancing employee performance in the public sector. It recommends continued investment in targeted training and development initiatives to strengthen workforce effectiveness.

Keywords: *Capacity-building strategy, employee performance, public service, training and development, Nairobi City County*

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1.0 Introduction

1.1 Background of the Study

Public sector organizations worldwide face growing pressure to enhance service delivery while operating within constrained resource environments. The capacity of employees to perform effectively is central to how well governments can respond to citizens' evolving needs. Capacity-building—defined as a planned organizational effort to enhance the knowledge, skills, and competencies of employees through structured training, professional development, and leadership programs—has emerged as a critical strategy for improving workforce performance in public institutions (Musiimenta & Kobusigye, 2024). In the context of Kenya's public service, this is particularly relevant given the government's ambitious development agenda under Vision 2030, which requires a capable and highly skilled civil service to drive socioeconomic transformation.

The State Department for Public Service, operating within the Nairobi City County Government, is mandated to coordinate human resource management functions, implement government policy on public service matters, and ensure the delivery of quality services to citizens. Like many public sector entities in sub-Saharan Africa, this department faces persistent challenges related to workforce productivity, skill gaps, and the alignment of employee competencies with organizational objectives. According to the Kenya Public Service Commission (2022), the government has prioritized capacity-building as a reform mechanism to bridge the gap between current workforce capabilities and the demands of modern service delivery.

Globally, evidence confirms that well-designed capacity-building programs translate into improved employee performance. Idowu, Abiola, and Idowu (2024) found a strong positive correlation between structured training, mentorship, and job performance across public organizations, underscoring the importance of continuous skills development. Similarly, Musiimenta and Kobusigye (2024) established that capacity-building interventions significantly improve productivity, service quality, and innovation among employees in institutional settings. In Africa, governments have increasingly invested in capacity-building as a vehicle for public service reform, recognizing that human capital development is a prerequisite for sustainable development (World Bank, 2022).

In Kenya specifically, the Public Service Commission has implemented several capacity-building frameworks, including the National Capacity Building Framework and the Integrated Public Sector Results-Based Management Framework, aimed at systematically improving employee skills and public service delivery outcomes. However, the effectiveness of these frameworks at the departmental level, particularly in terms of measurable employee performance outcomes such as job satisfaction, work quality, and operational efficiency, remains underexplored in the empirical literature. This study therefore seeks to address this gap by empirically examining how capacity-building strategies affect employee performance in the State Department for Public Service in Nairobi City County.

The Balanced Scorecard (BSC) framework, originally developed by Kaplan and Norton (1992, 1996), provides the theoretical foundation for measuring employee performance in this study. The BSC evaluates organizational and individual performance across four dimensions: financial, customer, internal processes, and learning and growth. Of particular relevance to this study is the learning and growth perspective, which explicitly recognizes employee capacity development as

a driver of performance improvement. By applying this framework, the study captures both the tangible and intangible dimensions of performance, offering a comprehensive evaluation of how capacity-building investments translate into individual and organizational outcomes.

1.2 Statement of the Problem

Despite substantial investments in human resource development, Kenya's public sector continues to grapple with inconsistent service delivery and variable employee performance across departments. The State Department for Public Service in Nairobi City County has implemented various capacity-building initiatives, including training programs, workshops, and leadership development schemes, as part of efforts to improve workforce effectiveness. However, there is limited empirical evidence documenting whether these initiatives translate into tangible improvements in employee performance at the departmental level.

Existing studies in Kenya's public sector have examined capacity-building in broad institutional contexts (Kavai et al., 2022; Dikirr & Omuya, 2023) but have not specifically investigated its effect on employee-level performance outcomes—such as job satisfaction, work quality, and operational efficiency—within a specific government department. Furthermore, while studies in other sectors indicate that digital and traditional capacity-building programs improve employee engagement and productivity (Musiihanta & Kobusigye, 2024), these findings cannot be automatically generalized to the unique environment of Kenya's public service, which is characterized by rigid administrative structures, resource constraints, and complex regulatory frameworks.

Without context-specific empirical evidence, policymakers and departmental managers lack a sound basis for justifying continued investments in capacity-building programs or for making evidence-based decisions about the design and targeting of such initiatives. This gap compromises the ability of the department to strategically allocate training resources and to measure the return on investment from workforce development programs. This study therefore seeks to critically examine the effect of capacity-building strategy on employee performance in the State Department for Public Service in Nairobi City County, Kenya, addressing this evidence gap and contributing actionable insights to public sector human resource management.

1.3 Purpose of the Study

The purpose of this study was to determine the effect of capacity-building strategy on employee performance in the State Department for Public Service in Nairobi City County, Kenya.

1.4 Research Hypothesis

H01: Capacity-building strategy does not significantly influence employee performance in the State Department for Public Service in Nairobi City County, Kenya.

2.0 Literature Review

2.1 Theoretical Framework: The Balanced Scorecard Theory

The Balanced Scorecard (BSC), introduced by Kaplan and Norton in 1992 and further developed in subsequent works, is a strategic management framework that evaluates organizational performance beyond conventional financial metrics. The BSC assesses performance across four

interrelated dimensions: financial performance, customer satisfaction, internal business processes, and learning and growth. It was designed to correct the shortcoming of traditional performance systems, which largely neglected intangible and non-financial drivers of organizational success (Kaplan & Norton, 1996). For this study, the BSC provides a comprehensive lens for understanding how capacity-building strategies—an investment in human capital—translate into measurable improvements in employee and organizational performance.

The learning and growth perspective of the BSC is particularly central to this study. This dimension emphasizes human capital, organizational culture, and the capacity of employees to innovate and continuously improve. It recognizes that an organization's ability to sustain performance is fundamentally anchored in the competence and motivation of its workforce (Kaplan & Norton, 2004). Shahzad et al. (2021) reinforce this position, demonstrating that workplaces that prioritize employee development and welfare foster higher levels of engagement, motivation, and retention. In the context of the State Department for Public Service, this implies that structured training, leadership development, and skills enhancement programs are not merely administrative activities but strategic investments that directly shape employee performance outcomes.

The financial perspective of the BSC examines cost efficiency and financial returns associated with strategic programs. In the public sector, this translates to value for money derived from capacity-building expenditures—whether training programs lead to improved service delivery outcomes that justify the resources invested. The customer perspective interrogates the quality of service delivery experienced by citizens and stakeholders. Improved employee competencies through capacity-building are expected to yield better responsiveness, accuracy, and quality of service, directly influencing citizen satisfaction (Kaplan & Norton, 2001; Wanjiru & Muturi, 2020). The internal processes perspective addresses the operational efficiency and reliability of public service workflows, which are directly influenced by the skill levels and effectiveness of department employees.

Taken together, the BSC offers an integrated and multi-dimensional performance measurement framework that captures both the direct and indirect effects of capacity-building on employee performance. By measuring job satisfaction, work quality, and operational efficiency—components that map onto the BSC's four dimensions—this study provides a holistic and theoretically grounded assessment of how capacity-building strategy affects employee performance in a public sector context.

2.2 Empirical Review

2.2.1 Capacity-Building Strategy and Employee Performance

Musiimenta and Kobusigye (2024) investigated the relationship between capacity-building interventions and employee performance in institutional settings in East Africa. Using a quantitative survey design with a sample of 210 employees, the study found a strong positive correlation ($r = 0.606$, $p < 0.01$) between capacity-building efforts and improvements in productivity, service quality, and innovation. The researchers concluded that organizations that systematically integrate training, skills enhancement, and leadership development into their HR strategies achieve significantly better workforce performance outcomes. Their findings are directly applicable to the present study's focus on structured capacity-building programs within a government department.

Idowu, Abiola, and Idowu (2024) conducted a study examining the effect of training, mentorship, and skills development on employee job performance in public organizations in Nigeria. The study used a cross-sectional survey design with 185 respondents and established strong positive correlations among training intensity, mentorship quality, and job performance ratings. The authors concluded that continuous skills enhancement is a prerequisite for sustained workforce productivity and that organizations failing to invest in these programs experience declining performance over time. These findings underscore the need for structured, regular training programs aligned with the actual job demands of public servants.

Kavai, Muathe, and James (2022) examined the role of employee training programs in enhancing performance in Kenya's public sector institutions. Drawing on a mixed-method design with 168 participants from selected government agencies, the study found that structured training programs significantly improved employees' decision-making capabilities, team management effectiveness, and overall job satisfaction. The researchers noted that training programs anchored in practical job requirements were more effective than generic programs in improving performance outcomes. This finding aligns closely with the results of the current study, where respondents indicated that skills enhancement initiatives aligned with their day-to-day responsibilities recorded higher performance scores.

Dikirr and Omuya (2023) studied the influence of workforce forecasting and succession planning practices on employee performance in Kenyan public institutions. Their study involved 155 employees in national government agencies and found that human resource development programs, including leadership development and coaching, significantly improved employees' adaptability, decision-making quality, and efficiency. The authors recommended that public sector institutions embed workforce planning mechanisms within their broader capacity-building frameworks to maximize performance outcomes. These findings reinforce the relevance of leadership development as a component of capacity-building strategy in the present study's context.

Fidelia and Ogor (2022) examined the effect of employee development practices on organizational performance in Nigerian private universities. While the context differs from Kenya's public service, the study's finding—that formalized employee development programs lead to measurable improvements in institutional performance across teaching quality, research output, and administrative efficiency—provides relevant comparative evidence. The authors emphasized that the regularity and relevance of development programs were the strongest predictors of performance improvement, a finding echoed by this study's qualitative data.

Apascaritei, Elvira, and Rodriguez-Garcia (2024) explored the role of knowledge retention practices in aligning employee behavior with organizational performance objectives. Their longitudinal study of 240 employees across European public and private organizations found that structured mentorship, coaching, and knowledge management systems significantly improved the quality of decision-making and work output. These findings highlight the importance of embedding capacity-building practices that address knowledge continuity, which is particularly relevant for government departments experiencing high staff turnover.

3.0 Research Methodology

The study adopted a descriptive, non-experimental research design, integrating both quantitative and qualitative approaches to capture measurable trends and employee perspectives on capacity-building strategy and its effect on employee performance. This design was appropriate for this study because it enabled the systematic collection and analysis of data from a defined population without experimental manipulation, allowing for an accurate description of existing relationships between the study variables (Riungu, 2023).

The target population comprised 385 employees across senior, middle, and lower cadres of the State Department for Public Service in Nairobi City County, ensuring representation of diverse roles and levels of organizational responsibility. A purposive sampling technique was applied to select information-rich participants with relevant experience in capacity-building initiatives, resulting in a sample size of 116 respondents, representing 30% of the population.

Capacity-building strategy was operationalized through indicators including training and development, skills enhancement, and leadership development, while employee performance was measured using job satisfaction, work quality, and operational efficiency, all rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data were collected using semi-structured questionnaires administered to middle and lower-level staff, and key informant interviews were conducted with senior management. These were complemented by secondary data from official departmental reports and relevant academic literature. Data analysis involved descriptive statistics and multiple regression analysis using SPSS version 25, alongside thematic analysis for qualitative data. Ethical standards, including informed consent, confidentiality, and receipt of relevant institutional research approvals, were strictly upheld throughout the research process.

4.0 Research Findings and Discussion

4.1 Response Rate

Table 1: Response Rate

Category	Frequency (f)	Percentage (%)
Responded	96	82.76
Did Not Respond	20	17.24
Total	116	100.00

Source: Research Data (2026)

A response rate of 82.76% was achieved from the distribution of 116 questionnaires to departmental employees, of which 96 were completed and returned. This high response rate demonstrates strong participant engagement and confirms that the data gathered is reliable enough to support robust statistical analysis. A response rate exceeding 80% is generally regarded as excellent in social science research, as it substantially reduces the risk of non-response bias and strengthens the validity of findings (Fowler, 2014). The strong participation rate can be attributed

to the purposive selection of well-informed respondents and effective follow-up procedures during data collection.

4.2 Descriptive Analysis of Capacity-Building Strategy

Capacity-building strategy refers to a planned organizational approach aimed at enhancing the knowledge, skills, and competencies of employees through training sessions, workshops, and leadership development programs. The descriptive statistics for this variable reveal how respondents perceive the effectiveness of these initiatives in improving job performance, decision-making, and career development. Overall, employees expressed predominantly positive perceptions of capacity-building practices, reflected in a composite mean score of 4.08 (SD = 0.77), which indicates a high level of agreement that these strategies effectively improve workforce performance.

Table 2: Descriptive Statistics for Capacity-Building Strategy

No.	Statement	Mean (M)	Std. Dev. (SD)
1	Training and development programs have significantly improved job performance.	4.23	0.71
2	Skills enhancement initiatives align with the practical needs of my current job.	4.15	0.74
3	Capacity-building workshops and seminars are conducted regularly and effectively.	3.95	0.81
4	Leadership development has contributed to improved decision-making and team management.	4.10	0.77
5	The training strategy promotes career progression in the public service.	4.05	0.79
6	Opportunities for continuous skills upgrading are adequately provided.	3.98	0.80
7	Overall Capacity-Building Strategy (Aggregate)	4.08	0.77

Source: Research Data (2026)

The descriptive analysis indicates that employees of the State Department for Public Service view training and development programs as effective mechanisms for improving job performance. The highest mean score was recorded for the statement on improved job performance following training (M = 4.23, SD = 0.71), indicating a strong and consistent level of agreement among respondents. Skills enhancement programs that are aligned with day-to-day job responsibilities also received high ratings (M = 4.15, SD = 0.74), while workshops and seminars recorded a slightly

lower score ($M = 3.95$, $SD = 0.81$), suggesting some variation in perceptions regarding the quality and frequency of structured learning sessions.

Leadership development programs and career progression initiatives were also rated positively, with mean scores of 4.10 ($SD = 0.77$) and 4.05 ($SD = 0.79$) respectively, indicating that employees value opportunities for professional growth through formal programs. The aggregate mean of 4.08 ($SD = 0.77$) confirms a high and consistent level of agreement across all indicators, with relatively uniform standard deviations suggesting that most respondents held similar views about the benefits of these initiatives.

These findings are consistent with the empirical literature. Musiimenta and Kobusigye (2024) established a strong positive correlation ($r = 0.606$, $p < 0.01$) between capacity-building efforts and improvements in productivity, service quality, and innovation, affirming the institutional importance of embedding these strategies in HR systems. Idowu, Abiola, and Idowu (2024) similarly confirmed that training, mentorship, and continuous skills development are strongly associated with improved job performance, emphasizing their role in sustaining workforce productivity over time. Fidelia and Ogor (2022), while studying private universities, reported analogous findings that formalized employee development programs lead to measurable institutional performance improvements, adding comparative evidence from a different organizational context. The present study extends these findings to a government department setting in Kenya, confirming that capacity-building strategies—particularly training, leadership programs, and skills development—are associated with positive employee outcomes including job satisfaction, work quality, and career advancement.

Thematic analysis of qualitative responses further substantiated these findings. Respondents consistently highlighted that training programs, workshops, and leadership development initiatives had improved their practical decision-making, problem-solving capabilities, and team management effectiveness. Many noted that skills development activities closely mirrored their daily work responsibilities, which enhanced both their confidence and operational efficiency. Career advancement was also prominently cited, with several respondents indicating that formal training had clarified promotion pathways and accelerated professional growth. Respondents suggested improvements such as making training more department-specific, increasing the frequency of workshops, and supplementing traditional methods with digital learning platforms. These qualitative insights reinforce the quantitative evidence and align with Kawai et al.'s (2022) emphasis on the importance of contextually relevant training for effective performance improvement.

Key informants—predominantly senior managers—also strongly emphasized the value of capacity-building programs in equipping employees with the competencies required for high performance. They noted that structured programs improved adaptability to new roles, decision quality, and flexibility in responding to operational demands. However, they also identified critical gaps, including insufficient alignment between training content and specific departmental roles, inadequate post-training monitoring of skills application, and resource constraints that limited access to some programs. Senior managers recommended customizing training content to align with departmental functions, integrating digital learning platforms into the existing training mix, and establishing systematic evaluation frameworks to track skills transfer and its impact on employee and departmental performance. These reflections further confirm that well-designed

capacity-building programs are a meaningful driver of workforce performance in the public service.

4.3 Descriptive Analysis of Employee Performance

Employee performance reflects the extent to which employees fulfill their job responsibilities and contribute to the achievement of organizational goals. The descriptive outcomes show that employees perceived their overall performance levels to be high, with a composite mean of 4.07 (SD = 0.77). This indicates that capacity-building initiatives, including training, leadership development, and skills enhancement, have positively influenced job satisfaction, work quality, and operational efficiency within the State Department for Public Service.

Table 3: Descriptive Statistics for Employee Performance

No.	Statement	Mean (M)	Std. Dev. (SD)
1	I am satisfied with my job and motivated to perform my duties effectively.	4.10	0.76
2	Capacity-building strategies have improved my overall job satisfaction.	4.08	0.77
3	The quality of work produced in this department is consistently high.	4.12	0.74
4	Capacity-building has positively enhanced the accuracy and quality of work delivered.	4.05	0.78
5	Employees complete tasks efficiently and meet deadlines effectively.	4.00	0.79
6	Capacity-building has increased the overall efficiency and productivity of employees.	4.08	0.76
7	Overall Employee Performance (Aggregate)	4.07	0.77

Source: Research Data (2026)

Examining individual performance indicators, the quality of work produced by employees recorded the highest mean score (M = 4.12, SD = 0.74), followed closely by job satisfaction and motivation to perform effectively (M = 4.10, SD = 0.76) and the positive effect of capacity-building on efficiency and productivity (M = 4.08, SD = 0.76). The influence of capacity-building on work accuracy and quality (M = 4.05, SD = 0.78) and timely task completion (M = 4.00, SD = 0.79) were also rated positively. The aggregate mean of 4.07 (SD = 0.77) indicates that employee performance is consistently high and is driven both by intrinsic commitment and the influence of structured human resource development practices.

These findings are consistent with the current literature. Musiimenta and Kobusigye (2024) confirmed that capacity-building interventions significantly enhance productivity and service

quality, while Apascaritei, Elvira, and Rodriguez-Garcia (2024) and Mohamed and Yassin (2019) found that knowledge retention practices, including mentorship and lifelong learning, improve the alignment of employee behavior with organizational objectives, thereby enhancing decision quality and work output. Dikirr and Omuya (2023) further demonstrated that strategic workforce planning and leadership development programs improve operational efficiency and staff adaptability, directly supporting the employee performance outcomes observed in this study.

Qualitative responses reinforced these findings. Respondents reported that capacity-building programs enhanced their competencies and understanding of their job responsibilities, while knowledge retention strategies reduced operational errors and improved institutional continuity. Employees noted tangible improvements in morale, task completion rates, and service delivery quality as direct outcomes of participation in structured training and leadership programs. Key informants affirmed that the integration of capacity-building into routine HR management had strengthened both individual and departmental performance, while recommending that regular monitoring mechanisms be established to track training outcomes and ensure that workforce development objectives are consistently met.

4.4 Inferential Analysis

4.4.1 Model Summary

Table 4 presents the regression model summary examining the relationship between capacity-building strategy and employee performance. The correlation coefficient ($R = 0.651$) indicates a moderately strong positive relationship between the two variables. The coefficient of determination ($R^2 = 0.577$) reveals that 57.7% of the variation in employee performance can be explained by capacity-building strategy. The adjusted R^2 of 0.502 accounts for the number of predictors in the model and confirms a reasonable and meaningful fit to the data. The standard error of estimate (0.504) indicates that deviations between observed and predicted values are relatively small, further affirming the reliability of the model.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.651	0.577	0.502	0.50370

a. Predictors: (Constant), Capacity-Building Strategy

Source: Research Data (2026)

4.4.2 Analysis of Variance (ANOVA)

The ANOVA results in Table 5 confirm that the overall regression model is statistically significant ($F = 58.213, p < 0.001$). This demonstrates that capacity-building strategy has a statistically significant effect on employee performance in the State Department for Public Service, and that the regression model provides a meaningful explanation of the observed variance in performance outcomes.

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.769	1	14.769	58.213	.000
Residual	38.564	152	0.254		
Total	53.333	153			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Capacity-Building Strategy

Source: Research Data (2026)

4.4.3 Regression Coefficients

Table 6 presents the regression coefficients for the relationship between capacity-building strategy and employee performance. The unstandardized coefficient ($B = 0.324$, $p < 0.001$) indicates that a one-unit increase in capacity-building strategy is associated with a 0.324-unit increase in employee performance. The corresponding t-value ($t = 3.939$) confirms that this relationship is statistically significant at the 0.001 level. These results lead to the rejection of the null hypothesis (H_0), confirming that capacity-building strategy significantly and positively influences employee performance in the State Department for Public Service in Nairobi City County, Kenya.

Table 6: Regression Coefficients for Capacity-Building Strategy

Model	B	Std. Error	Beta (β)	t	Sig.
(Constant)	2.149	0.353		6.081	.000
Capacity-Building Strategy	0.324	0.082	0.391	3.939	.000***

a. Dependent Variable: Employee Performance * $p < 0.001$**

Source: Research Data (2026)

The data presented in Table 6 confirm that capacity-building strategy is a statistically significant and positive predictor of employee performance ($\beta = 0.391$, $p < 0.001$). These findings are consistent with the broader empirical literature. Kawai, Muathe, and James (2022) demonstrated that structured training programs significantly improved employee decision-making and job satisfaction in Kenya's public sector institutions, providing a comparable Kenyan institutional context. Musiimenta and Kobusigye (2024) further confirmed strong performance gains attributable to organized capacity-building interventions, while Apascaritei, Elvira, and Rodriguez-Garcia (2024) established that mentorship and knowledge management programs improve work quality and decision-making alignment with organizational objectives. These convergent findings from both quantitative and qualitative data confirm that investing in capacity-

building is a strategically sound approach to improving employee performance in public sector organizations.

5.0 Summary of the Study

This study examined the effect of capacity-building strategy on employee performance in the State Department for Public Service in Nairobi City County, Kenya. The analysis reveals that employees in the department hold strongly positive perceptions of the effectiveness of capacity-building programs, with a composite mean score of 4.08 (SD = 0.77) across indicators of training and development, skills enhancement, and leadership development. Employee performance was similarly rated highly, with a composite mean of 4.07 (SD = 0.77), reflecting consistent levels of job satisfaction, work quality, and operational efficiency. Regression analysis confirmed that capacity-building strategy significantly and positively predicts employee performance ($\beta = 0.391$, $p < 0.001$), explaining 57.7% of the variance in performance outcomes ($R^2 = 0.577$). The null hypothesis was rejected, and the study concludes that structured capacity-building strategies are significant drivers of employee performance in the department.

Qualitative findings from thematic analysis and key informant interviews further reinforced these results, with respondents identifying tangible improvements in decision-making, work quality, and career progression attributable to participation in training and leadership development programs. Key informants acknowledged the strategic importance of these programs while identifying gaps in training relevance, post-training monitoring, and resource allocation that must be addressed to maximize their impact. These findings collectively affirm the theoretical predictions of the Balanced Scorecard framework, particularly its learning and growth dimension, which positions employee capacity development as a foundational driver of performance across all other BSC dimensions.

6.0 Conclusion

The study concludes that capacity-building strategy is a fundamental and statistically significant driver of employee performance in the State Department for Public Service in Nairobi City County, Kenya. The significant positive relationship between capacity-building practices and performance outcomes—encompassing job satisfaction, work quality, and operational efficiency—demonstrates that the department's investments in training, skills enhancement, and leadership development generate meaningful improvements in workforce productivity and service delivery quality. While employees report strong overall satisfaction with capacity-building initiatives, there remain important gaps in the alignment of training content with specific departmental roles, the frequency and quality of structured learning sessions, and the monitoring of skills application following training completion.

The study further concludes that to maximize the returns from capacity-building investments, the department must adopt a more systematic, needs-based, and evaluation-oriented approach to workforce development. This includes ensuring that programs are designed to reflect the practical demands of employees' roles, that digital learning platforms are integrated alongside traditional training methods, and that comprehensive monitoring and evaluation frameworks are established to track the contribution of training and development to individual and departmental performance targets. The findings provide a strong empirical foundation for evidence-based human resource policy in Kenya's public service and demonstrate that strategic investment in employee capacity is

not merely an administrative obligation but a direct lever for improving public service delivery outcomes.

7.0 Recommendations

Based on the research findings, the following recommendations are proposed for policymakers and practitioners in Kenya's public service:

The State Department for Public Service should strengthen its capacity-building strategy by establishing a comprehensive, needs-based training framework that aligns program content with the specific competency requirements of different departments and job cadres. This should include regular training needs assessments, structured annual training calendars, and mechanisms for systematic employee feedback on program relevance and effectiveness. By grounding training in actual job demands, the department can ensure that learning transfers directly into improved job performance.

To improve the reach and effectiveness of capacity-building programs, the department should integrate digital learning platforms—including e-learning modules, virtual workshops, and performance support tools—alongside traditional in-person training methods. This approach would not only expand access to development opportunities for employees across all cadres but also enable continuous, self-paced learning that complements formal training programs. Evidence from Musiimenta and Kobusigye (2024) underscores the value of diversified learning approaches in maximizing workforce development outcomes.

The department should institutionalize a robust monitoring and evaluation framework for all capacity-building programs. This framework should include pre- and post-training performance assessments, regular supervisory reviews of skills application in the workplace, and systematic tracking of training outcomes against organizational performance indicators. Such a system would provide the evidence base needed to justify continued investment in workforce development and to continuously improve program design and delivery.

Leadership development should be prioritized as a core component of the capacity-building strategy. The study confirms that leadership programs are associated with measurable improvements in decision-making, team management, and overall employee performance. The department should therefore invest in structured leadership development pathways for middle and senior managers, including mentorship programs, executive coaching, and targeted leadership seminars, to build a pipeline of competent and adaptive public service leaders.

8.0 Areas for Further Research

Future research should consider replicating this study across other government departments and counties in Kenya to assess whether the relationship between capacity-building strategy and employee performance is consistent across different public sector contexts. Longitudinal studies examining the long-term performance impact of specific capacity-building programs would provide valuable insights into the sustainability of performance improvements over time. Additionally, comparative studies examining the effectiveness of digital versus traditional capacity-building modalities in the Kenyan public sector would be particularly timely given the government's digital transformation agenda. Research exploring the role of organizational culture

and leadership style as moderating variables in the capacity-building and performance relationship would also contribute meaningfully to the body of knowledge in this area.

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