

# The Effect of Donor-Driven Capacity Building Strategies on Performance of Government Entities – Case of Ministry of Community Development and Social Services

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**Abstract** This study examines the factors affecting the performance of the Ministry of Community Development and Social Services (MCDSS), focusing on donor-driven capacity building, Human Resource Management (HRM), Financial Resource Management (FRM), and leadership. Despite substantial investments from donors such as the World Bank and USAID, concerns persist regarding the sustainability and effectiveness of these strategies, alongside persistent challenges like high staff turnover, financial mismanagement, and weak leadership within MCDSS. Employing a mixed-methods approach within an Exploratory Sequential Design, the research integrates qualitative insights from in-depth interviews with eight key informants and quantitative data from a survey of 154 staff members, sampled using stratified random sampling. Findings reveal that donor-driven strategies significantly influence institutional performance, explaining 56.2% of variance ( $R^2 = 0.562$ ), though perceptions of sustainability vary. HRM accounts for 63.4% of performance variance ( $R^2 = 0.634$ ), with training and satisfaction as critical factors, while FRM explains 68.9% ( $R^2 = 0.689$ ), with poor budget planning identified as a major impediment. Leadership contributes 65.2% to performance variance ( $R^2 = 0.652$ ), with training effectiveness and communication positively effecting outcomes. Thematic analysis from interviews with 8 top leaders within the ministry highlights the need for alignment between donor initiatives and local priorities. The study concludes that while donor-driven strategies enhance capacity, their long-term success hinges on tailored interventions, improved HRM practices, robust financial planning, and adaptive leadership. Recommendations include customizing capacity-building programs and strengthening institutional practices to ensure sustainable improvements in public sector performance.

**Keywords** Capacity Building, HRM Practices, Financial Resource Management, Leadership

## 1. Introduction and Background

### 1.1. Overview

Donor-driven capacity-building strategies play a crucial role in development cooperation, aiming to enhance skills, knowledge, and institutional performance across various sectors [1]. These strategies are central to sustainable development, as they help Governments and organizations improve service delivery, governance, and accountability. Many donor programs now integrate capacity-building components to ensure long-term effect and effectiveness. However, the effectiveness of these strategies remains mixed, with some interventions failing to yield sustainable improvements [2], [3].

This study examines the effect of donor-driven Capacity-building strategies on the performance of Government entities, with a focus on the Ministry of

Community Development and Social Services (MCDSS) in Zambia. The research explores key capacity-building areas, including Human Resource Management, Financial Resource Management, and Leadership. Chapter one provides the foundation for the study, covering the background, problem statement, research objectives, research questions, significance, scope, and structure of the research.

### 1.2. Background of the Study

Over the past century, donor aid structures, originating from European colonialism, have evolved with shifting economic and political interests and a growing humanitarian movement. In the 19th century, rich countries began providing aid to poorer nations. By the 1920s and '30s, Germany, France, and Britain regularly supported their colonies in Africa, Latin America, and Asia, building infrastructure like ports, roads, and railways. Wealthy American industrialists also contributed through the Ford and Rockefeller Foundations. Even after colonies gained independence, foreign aid continued to focus on economic development. In the late 1960s, Robert McNamara, head of the World Bank, influenced a shift in the purpose of aid [4].

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In Zambia, donor aid began in the 1950s and 1960s under British colonial rule, with projects like the Kariba Dam, railways, and roads [5]. Initially, aid focused on industrialization projects. In the 1980s, the focus shifted to economic governance, with the World Bank introducing policy conditions in Zambia's economic reform program in 1983 [6]. Following democratic transitions in the late 1980s and early 1990s, aid became a key support area within the international community [4]. Today, Zambia continues to receive donor aid from the international community.

Donor-driven capacity-building strategies are central to development cooperation, focusing on enhancing skills, knowledge, attitudes, and behaviours to create long-term development benefits [1]. Most donor programs now incorporate capacity-building components, emphasizing sustainability and accountability to stakeholders. This results-oriented approach prioritizes capacity over ownership, arguing that strengthening institutions and human capital is more critical for sustainable development [3].

These interventions aim to enhance or better utilize existing skills and resources, strengthen relationships and understanding, and promote values and attitudes that support development. Key principles include local ownership, long-term investments, continuous learning, and integrating activities across different levels to address complex challenges. However, while international literature highlights the importance of donor strategies, their effectiveness remains mixed. Sustainability in donor-driven projects depends on policy, capacity, and infrastructure, but progress in capacity-building strategies is inconsistent, often leading to stretched and compromised local capacity [2], [3].

Capacity-building strategies in public institutions focus on Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership Development [7]. HRM involves recruitment, performance management, training, and labour relations to enhance workforce capabilities [8]. FRM includes planning, budgeting, and public financial accountability, ensuring efficient allocation and use of resources [9]. Leadership development strengthens governance and institutional effectiveness, integrating various HRM components like ethics, training, and succession planning [10].

Strong public financial management systems are essential for transparency, fiscal discipline, and service delivery. Donor agencies, including the World Bank and IMF, emphasize the role of financial accountability in fostering sustainable development. Countries with robust public financial management systems tend to regulate markets more efficiently and achieve better economic outcomes [11]. Leadership is another crucial factor, as effective leaders drive institutional change, influence decision-making, and ensure organizations remain accountable and performance-oriented [12].

Capacity building significantly affects organizational performance by improving human capital, financial management, and leadership effectiveness. HRM enhances employee motivation and productivity, while sound financial practices ensure mission success and sustainability [13].

Leadership, if neglected, leads to organizational inefficiencies, negatively affecting performance [14]. Despite these insights, the relationship between donor-driven capacity-building strategies and long-term organizational performance remains underexplored, highlighting the need for further research on their effectiveness in Zambia's public sector.

Donors and partner countries recognize the importance of capacity development for the relevance and sustainability of development cooperation. Throughout the 1990s and 2000s, the international development community championed Capacity Building Systems (CBSs). The study explores local perceptions of the effectiveness of donor-driven capacity building strategies in Zambian Government entities, specifically the MCDSS.

The international development community has promoted capacity building systems as a pathway for channelling donor aid, aiming to improve abilities and development performance at all societal levels [1]. Numerous capacity building initiatives have been conducted in Zambia's public entities, including the MCDSS, by various multilateral and civil society organizations.

Recognizing the need for sustainable development, the international donor community has increasingly emphasized capacity building as a key strategy in aid programs. Since the 1990s, Capacity Building Systems (CBSs) have been promoted as a mechanism to enhance institutional effectiveness, improve governance, and foster economic resilience [1]. In Zambia, multiple donor-driven capacity-building initiatives have been implemented within public institutions, particularly in governance, health, and social service sectors.

One of the key recipients of donor-supported capacity-building programs in Zambia is the Ministry of Community Development and Social Services (MCDSS). The MCDSS plays a pivotal role in providing social protection and welfare services to vulnerable populations, including women, children, the elderly, and persons with disabilities [15]. To strengthen its institutional capacity, the ministry has received technical and financial support from multilateral organizations such as the World Bank, the United Nations Development Programme (UNDP), and bilateral donors such as the European Union (EU), the United Kingdom's Foreign, Commonwealth & Development Office (FCDO), and the United States Agency for International Development (USAID) [16]. These donor-funded programs aim to enhance MCDSS's ability to design, implement, and evaluate social protection policies effectively, ensuring service delivery to marginalized communities [17].

Despite these efforts, concerns remain regarding the effectiveness and sustainability of donor-driven capacity-building strategies in Zambia's public sector. Some scholars argue that donor interventions have resulted in dependency on external funding, limiting the Government's ability to sustain programs independently [18]. Additionally, limited local ownership of donor-led programs has been identified as a key challenge, as externally driven initiatives often fail to align with national priorities and local contexts [19]. These structural weaknesses hinder the long-term effect of

capacity-building efforts.

This study sought to examine local perceptions of the effectiveness of donor-driven capacity-building strategies within the MCDSS, assessing whether these interventions have contributed to improved institutional capacity, service delivery, and policy implementations.

### 1.3. Statement of the Problem

Despite extensive investments in donor-driven capacity-building systems (CBSs) aimed at enhancing Government performance in Zambia, measurable improvements remain limited, particularly within institutions such as the Ministry of Community Development and Social Services (MCDSS). Programs such as the World Bank's Girls Education and Women's Empowerment and Livelihood (GEWEL) Project seek to strengthen institutional capacities for effective public service delivery. However, systemic inefficiencies, resource mismanagement, and weak institutional structures continue to hinder the long-term success of these initiatives [20].

Existing studies on donor-driven capacity building in Zambia have largely focused on policy implementation and the effectiveness of individual donor projects. For instance, [21] examined the role of donor-funded training programs in improving employee competencies but did not assess their effect on overall service delivery. Similarly, [22] analysed the challenges in human resource development within the MCDSS but did not explore the direct link between donor-driven capacity-building interventions and institutional performance. While research by [23] highlights governance weaknesses in donor-funded projects, it does not provide a comprehensive assessment of the interplay between human resource management (HRM), financial resource management (FRM), and leadership in shaping the effectiveness of donor-driven CBSs. This study seeks to bridge this gap by evaluating how these three key components effect institutional efficiency within the MCDSS.

Empirical data indicates that high staff turnover and low morale significantly affect service delivery within the MCDSS. A report by [24] revealed that the ministry experienced a 40% turnover rate among skilled personnel, primarily due to inadequate incentives, limited career development opportunities, and uncompetitive compensation. Furthermore, only 30% of MCDSS staff have received training in the past three years, demonstrating a gap in human resource development that limits the ministry's ability to meet its objectives effectively [22].

Additionally, Zambia's public financial management systems face inefficiencies that undermine service delivery. The Office of the Auditor General's 2023 report found that 25% of MCDSS budget allocations were either misallocated or inadequately justified, raising concerns about fiscal mismanagement [25]. Weak financial oversight has also been linked to increased corruption, as evidenced by Zambia's ranking of 117 out of 180 countries in Transparency International's 2023 Corruption Perceptions Index [26]. These financial weaknesses reduce the effectiveness of

donor-funded programs, as resources are not optimally utilized to improve public services.

Leadership challenges further contribute to the underperformance of donor-driven CBSs within the MCDSS. A 2023 survey by the Zambia Institute of Public Policy Analysis (ZIPPA) found that 60% of MCDSS employees perceived leadership deficiencies characterized by weak decision-making processes and insufficient ethical governance as a major obstacle to organizational effectiveness [27]. Without strong leadership, capacity-building efforts struggle to produce sustainable improvements. This study, therefore, aimed to provide an empirical evaluation of the effect of donor-driven CBSs on HRM, FRM, and leadership within the MCDSS. By addressing these gaps, the research sought to offer evidence-based recommendations to enhance donor-funded capacity-building strategies for sustainable public sector performance in Zambia.

### 1.4. Research Aim

The main objective of this study was to examine the factors affecting the performance of the Ministry of Community Development and Social Services (MCDSS), with a specific focus on the effect of donor-driven capacity building strategies, Human Resource Management (HRM), Financial Resource Management (FRM), and leadership.

### 1.5. Objectives of the Study

Specific objectives that guided this research study are as follows:

- i. To assess the effect of Human Resource Management on Government performance.
- ii. To evaluate the effect of Financial Resource Management on Government performance.
- iii. To analyse the effect of leadership on Government performance.

### 1.6. Research Questions

The study was guided by the following research questions:

1. How does Human Resource Management affect Government performance?
2. How does Financial Resource Management influence Government performance?
3. What is the effect of leadership on Government performance?

### 1.7. Hypothesis

Hypotheses of this study were as follows.

H01: Donor-driven capacity building strategies have no effect on performance of Government entities.

HA1: Donor-driven capacity building strategies have an effect on performance of Government entities.

H02: human resource management has no effect the performance of Government entities.

HA2: human resource management has an effect on the performance of Government entities.

H03: financial resource management has no effect the performance of Government entities.

HA3: financial resource management has an effect the performance of Government entities.

H04: leadership has no effect on the performance of Government entities.

HA4: leadership has an effect on the performance of Government entities.

### 1.8. Significance of the Study

This study may contribute to improving public service delivery in Zambia by providing insights into financial management, accountability, transparency, personnel systems, and wage reforms. These improvements could help attract and retain skilled personnel, enhance service quality, and support public sector restructuring, ultimately fostering economic growth and poverty reduction.

The findings may benefit Government institutions by informing policies on effective capacity-building strategies, internal audits, and public sector performance. Policymakers and practitioners might use the study's insights to develop more efficient human resource and financial management frameworks, strengthening institutional effectiveness. Additionally, donor agencies and international development partners may find the study useful in refining their support strategies for Zambia's public sector.

Academically, this research may expand knowledge on the effect of donor-driven CBSs on Government institutions in developing countries, serving as a reference for future studies. Researchers, scholars, and students focusing on public administration, governance, and development studies could use the findings to explore further CBS-related challenges and solutions. Furthermore, civil society organizations and advocacy groups might leverage the study to promote policy dialogue on governance reforms, accountability, and sustainable capacity development in the public sector.

### 1.9. Scope of the Study

This study was limited to evaluating the effect of donor-driven capacity-building systems (CBSs) on human resource management (HRM), financial resource management (FRM), and leadership within the Ministry of Community Development and Social Services (MCDSS). The research was geographically restricted to the MCDSS headquarters in Lusaka, Zambia, where key policy decisions, financial allocations, and program implementations are coordinated.

**Inclusion Criteria:** The study included CBSs that had been implemented within MCDSS to ensure relevance and alignment with recent donor-supported reforms. It also incorporated secondary data and reports from regional offices and program beneficiaries to provide a broader perspective on the effect of capacity-building interventions.

**Exclusion Criteria:** The study did not extend to other Government ministries, donor organizations, or private

sector entities involved in social service delivery. Additionally, capacity-building programs that were in the planning or early implementation stages were excluded, as they lacked sufficient data for effect assessment.

Although the research was centred on MCDSS headquarters, the findings may offer insights applicable to other public sector institutions in Zambia facing similar capacity-building challenges.

### 1.10. Organization Structure of the Dissertation

The dissertation is structured into six chapters.

1. Chapter One: Introduction – This chapter provides the background, problem statement, research objectives, significance and scope for the study.
2. Chapter Two: Literature Review – A critical review of existing literature and lessons learned as well as conceptual and theoretical framework.
3. Chapter Three: Research Methodology – This chapter outlines the research design, approach, data collection methods, and analysis techniques.
4. Chapter Four: Data Analysis and Findings – Presents the results of both quantitative and qualitative analyses, highlighting key trends and insights.
5. Chapter Five: Discussion – Interprets the findings in relation to the research questions, objectives, and existing literature, providing a deeper understanding of the issues.
6. Chapter Six: Conclusions and Recommendations – Summarizes the study's contributions, provides actionable recommendations, and suggests areas for future research.

### 1.11. Chapter Summary

Chapter One has introduced the background and context of the study, highlighting the role of donor-driven capacity-building strategies in enhancing the performance of Government entities, specifically the Ministry of Community Development and Social Services (MCDSS) in Zambia. The chapter has outlined the importance of capacity-building efforts in improving Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership within public institutions, and the mixed effectiveness of such strategies as observed globally and in Zambia.

The study's problem statement has emphasized the limited measurable improvements despite extensive investments in donor-driven capacity-building systems, particularly within the MCDSS. Key challenges such as high staff turnover, resource mismanagement, and weak leadership were identified as barriers to the successful implementation of these programs. The research aim, objectives, and questions are clearly defined, focusing on the effect of HRM, FRM, and leadership on Government performance. Hypotheses have also been proposed to guide the study's investigation into these critical factors. The chapter concludes by highlighting the significance, scope and layout of the study.

## 2. Literature Review

### 2.1. Overview

This chapter presents a comprehensive review of existing literature on key factors influencing the performance of Government entities, with a specific focus on Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership. The literature review critically examines scholarly contributions to these areas, identifying both the strengths and limitations of previous studies while situating the current research within the broader academic discourse.

The chapter is structured into three main sections. The first section explores the effect of Human Resource Management (HRM) on Government entities' performance, discussing HRM as a component of capacity building, its scope in the public sector, and its role in enhancing institutional effectiveness. The second section investigates Financial Resource Management (FRM) and its influence on Government performance, examining financial planning, budgeting, accountability, and reforms within public institutions. The third section analyses the role of leadership in Government performance, emphasizing leadership styles, decision-making, and organizational culture in the public sector. The chapter also presents the lessons learned and Theoretical Framework.

Through a critical synthesis of theoretical and empirical studies, this chapter highlights the gaps in existing literature, including methodological limitations, the need for sector-specific HRM strategies, challenges in financial governance, and leadership deficiencies in public institutions. These insights form the foundation for the study, which aimed to provide an understanding of the factors shaping Government performance and offer practical recommendations for enhancing institutional efficiency and service delivery.

### 2.2. The Effect of Human Resource Management on the Performance

This section examines the influence of Human Resource Management (HRM) on the performance of Government entities, drawing from the different scholars. The sections are organized under subheadings, followed by a critical analysis addressing the question: *What is the effect of Human Resource Management on the performance of Government entities?*

#### 2.2.1. Definition and Scope of HRM in the Public Sector

Human Resource Management (HRM) involves the systematic processes of developing and maintaining a skilled workforce in a way that enhances organizational effectiveness [8]. Within public sector contexts, HRM includes planning, recruitment and selection, performance management, training, compensation, and labour relations across non-commercial entities funded by the Government, spanning agencies, departments, and authorities at both central and local levels [28]. Effective HRM practices are

essential as they influence an organization's performance, adaptability, and success, especially within public entities where service quality and public accountability are central [28]."

#### 2.2.2. HRM's Role in Driving Performance

Capacity-building strategies are designed to enhance the knowledge, management skills, productivity, and other essential competencies of organizations by leveraging training, technology, and expert inputs [29]. For donor-driven initiatives, three primary elements are often targeted to enhance organizational effectiveness: Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership. HRM initiatives focus on skill enhancement and knowledge transfer to build a skilled workforce." [29].

Human Resource Management (HRM) plays a crucial role in shaping the performance of Government entities by influencing workforce efficiency, service delivery, and institutional effectiveness [30]. As a core component of capacity building, HRM strategies are designed to enhance knowledge, management skills, and overall productivity within public institutions. Capacity-building initiatives often involve structured training programs, technological advancements, and expert inputs to improve employees' competencies and organizational performance [31]. In many donor-driven projects, HRM is identified as one of the three primary pillars for institutional strengthening, alongside Financial Resource Management (FRM) and Leadership. The emphasis on HRM stems from its ability to facilitate skill enhancement, knowledge transfer, and workforce development, all of which contribute to the operational success of public institutions. However, despite its recognized importance, HRM implementation in Government entities is often hindered by bureaucratic inefficiencies, limited financial resources, and the slow adoption of progressive management practices.

Within the public sector, HRM encompasses various functions, including workforce planning, recruitment and selection, performance management, employee training, compensation administration, and labour relations [30]. These activities are carried out across different Government agencies, ministries, and departments at both central and local levels. Unlike HRM in the private sector, where the primary goal is to maximize profitability and competitive advantage, HRM in Government institutions focuses on enhancing service delivery, ensuring transparency, and upholding public accountability [29]. The effectiveness of HRM practices in the public sector is directly linked to the ability of Government agencies to develop and maintain a motivated and skilled workforce. However, the rigid structures, political influences, and procedural constraints within public institutions often limit the flexibility needed for HRM to function optimally [31]. Additionally, recruitment and promotion processes in Government agencies are frequently subject to strict regulatory frameworks, which, while ensuring fairness and compliance, sometimes lead to

inefficiencies and delays in hiring qualified personnel [32].

Research has consistently demonstrated that HRM has a direct effect on organizational performance. For instance, studies by [30] highlight that well-structured HR practices such as competitive compensation, employee engagement programs, and conducive work environments contribute to increased job satisfaction and higher employee commitment. When employees feel valued and engaged, they are more likely to demonstrate higher levels of productivity, which translates into improved service delivery in Government institutions. Furthermore, effective HRM practices facilitate open communication and participatory decision-making processes, fostering a collaborative workplace culture that enhances job performance. Despite these advantages, empirical research on the link between HRM and Government performance is often challenged by methodological limitations, including small sample sizes, lack of longitudinal studies, and insufficient focus on mediating variables such as organizational culture and leadership influence. Addressing these research gaps is critical in developing a comprehensive understanding of how HRM contributes to the effectiveness of public sector institutions.

Several case studies provide insights into the practical implications of HRM in Government institutions. A study conducted by [32] on Tanzanian public institutions examined the effect of HR planning, training, career development, and compensation policies on institutional performance. Their findings indicate that structured HRM practices lead to increased employee motivation, improved job satisfaction, and enhanced service delivery. The study further emphasized that HRM strategies are most effective when supported by clear policy frameworks that enable managers to motivate employees and align their performance with institutional goals. One key recommendation from the study was the need for competent leadership within Government institutions to oversee HRM implementation, ensuring that workforce development initiatives are effectively executed. Unlike [32], who adopted a random sampling approach, the present study employs a purposive sampling technique to provide a more focused analysis of HRM practices within selected Government entities, offering deeper insights into their effectiveness in enhancing public sector performance.

In Zambia, a study by [33] titled "The Effect of Human Resource Management Practices on Affective Commitment in Organizations Situated in Lusaka, Zambia" utilized a quantitative research methodology to assess the relationship between HRM practices and employee commitment. The study concluded that effective HRM practices, such as recruitment and selection, training and development, and performance appraisal, significantly enhance employees' affective commitment, leading to improved organizational performance.

In the United States, a study by [34] titled "The Effect of HR Management on Organizational Performance" employed a mixed-methods approach to investigate the effects of HRM practices on organizational outcomes. The research found that organizations with HR management that adopt

transactional leadership styles and effective knowledge management practices tend to perform better, as these strategies promote innovation and employee productivity.

In Brazil, [31] conducted a comprehensive review titled "OECD Reviews of Human Resource Management in Government: Brazil 2010," which provided a detailed diagnosis of HRM in the federal Government. The review highlighted that strategic human resource planning and effective management are essential for improving the performance of Government institutions, emphasizing the need for reforms to enhance efficiency and service delivery.

Further evidence of HRM's effect on Government performance is provided by [35], who examined HR practices in a Malaysian Government-owned corporation. Their study found that key HR functions including compensation, benefits, training, performance appraisals, and career progression were strongly correlated with job satisfaction. Among these factors, career progression emerged as the most influential in determining employee motivation and retention. The study highlighted that when employees perceive clear career growth opportunities within Government institutions, they are more likely to remain committed and perform at optimal levels. [35] employed a cross-sectional research design with descriptive statistical analysis to assess the effect of HR practices on workforce stability and productivity. Their findings underscore the importance of customized HR strategies tailored to employees' career aspirations and job expectations. This study builds on these insights by exploring whether HRM strategies in Government institutions effectively align with employees' professional development needs while contributing to overall organizational efficiency.

### 2.2.3. Human Resource Management (HRM) in the Public Sector

Human Resource Management (HRM) within the public sector operates at the intersection of institutional constraints and organizational dynamics, where both macro-level policy frameworks and micro-level administrative practices shape performance outcomes. [36] argue that effective HRM in the public sector cannot be fully understood without considering the broader institutional context in which it is embedded. Their study bridges micro and macro domains, highlighting that the rigid structures, bureaucratic traditions, and political interference prevalent in many government institutions often act as significant barriers to reforming HRM systems. This insight complements the broader literature, which frequently points to institutional inertia as a hindrance to the adoption of innovative HRM practices. By emphasizing the role of institutional arrangements, [36] argue about the complexity of implementing performance-enhancing reforms in public organizations, where resistance to change is often systemic rather than individual.

Building upon this institutional lens, [37] provide empirical evidence that links the strategic deployment of HRM practices to enhanced organizational performance in public service institutions. Their findings demonstrate that

organizations which invest in inclusive recruitment, professional development, and employee recognition mechanisms achieve better service delivery and higher levels of employee satisfaction. This empirical support reinforces the argument that well-structured HRM strategies are essential to improving institutional effectiveness. Furthermore, their study introduces a critical dimension to the debate by emphasizing the value of decentralizing HRM decisions. In resource-constrained settings, such decentralization empowers local managers, fosters a culture of innovation, and enables a more responsive and agile workforce all of which are critical for public sector modernization.

Expanding the conversation into the 21st-century public management landscape, [38] explore how evolving workplace trends are transforming HRM functions in government institutions. Their research highlights the increasing importance of digital transformation, flexible work arrangements, and competency-based hiring as key strategies for modern public HRM systems. These developments support the integration of technological tools and analytics into HRM, allowing for more informed and evidence-based decision-making. Moreover, the authors stress the importance of designing adaptive HR strategies to cater to a diverse and multigenerational workforce, particularly in the wake of unprecedented shifts caused by the COVID-19 pandemic. Their work not only validates ongoing capacity-building efforts but also reframes HRM as a dynamic and responsive function that must align with rapidly changing societal and technological conditions.

Taken together, these studies provide a multifaceted understanding of HRM in the public sector. They reveal that while institutional constraints pose significant challenges, strategic and adaptive HRM practices particularly those grounded in decentralization, digital transformation, and inclusivity can drive meaningful improvements in service delivery and workforce performance. These insights are crucial for informing future reforms aimed at enhancing public sector effectiveness through robust and contextually aware human resource strategies.

#### 2.2.4. Gaps and Critical Evaluation of HRM Elements

The extracted HRM elements demonstrate notable strengths in their relevance to Government entities' performance. The literature underscores HRM's alignment with public sector demands, particularly its role in enhancing service quality and accountability through practices like recruitment, training, and performance management [28]. These components are vital for building a skilled workforce capable of executing policy and delivering services, a need amplified by donor-driven capacity building, which positions HRM as a cornerstone for sustainable performance in resource-constrained environments [29]. Additionally, [32] emphasize HRM's synergy with supportive policies, a key strength in Government settings where bureaucratic frameworks prevail. When aligned with policy, HRM can effectively channel staff efforts toward public goals, suggesting a significant positive

effect on organizational outcomes.

However, weaknesses and gaps temper this effect's clarity and consistency. Much of the evidence, such as [30], lacks public sector specificity, relying on generalized findings that may not fully account for Government entities' unique challenges political interference, rigid hierarchies, and non-profit motives thus reducing its precision [39]. Furthermore, the absence of longitudinal data, as seen in cross-sectional studies like [35], leaves the sustained effect of HRM unproven, a critical oversight given Government entities' reliance on enduring capacity over multi-year policy cycles. The neglect of mediating variables like organizational culture or leadership further clouds understanding, especially in bureaucratic and politically influenced contexts where these factors heavily shape HRM's effectiveness, highlighting the need for more targeted research to affirm its role.

Lastly, HRM positively effects Government entities' performance by building a skilled, motivated workforce that enhances service delivery and institutional effectiveness, as seen in empirical studies [30]; [32]; [35] and its role in capacity building [29]. However, its effectiveness is constrained by methodological weaknesses, lack of public sector specificity, and unaddressed contextual factors. While HRM strengthens performance through employee commitment and skill development, its full effect depends on overcoming these gaps with robust, Government-focused research.

### 2.3. Effect of Financial Resource Management on Performance of Government Entities

This section explores the extent to which Financial Resource Management (FRM) effects the performance of Government entities, drawing from the provided literature. The sections are organized under subheadings, followed by a critical analysis addressing the question: *To what extent does financial resource management effect the performance of Government entities?*

#### 2.3.1. Definition and Scope of FRM in the Public Sector

Financial Resource Management in the public sector encompasses a wide range of processes, including revenue mobilization, budget formulation, financial reporting, auditing, and expenditure tracking. According to [9], FRM is the application of general management principles to financial resources, involving planning, organizing, directing, and controlling financial activities. In a public sector context, [11] defines FRM as the framework of laws, rules, systems, and processes used by Governments to collect revenues, allocate funds, manage public expenditures, and audit financial activities. The primary objective of FRM in Government entities is to ensure that financial resources are used efficiently, effectively, and equitably to provide essential public services. However, achieving this objective requires a robust financial governance system that integrates clear policy frameworks, strict accountability mechanisms, and effective internal controls to mitigate financial risks.

### 2.3.2. FRM as a Component of Capacity Building

Financial Resource Management (FRM) plays a crucial role in determining the performance of Government entities by ensuring the efficient allocation, utilization, and oversight of financial resources. As a core component of capacity building, FRM is designed to enhance organizational effectiveness through sound budgeting, financial planning, and fiscal accountability. Capacity-building strategies typically focus on three primary elements: Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership.

In donor-driven initiatives, FRM is particularly significant as it ensures the sustainability of programs by optimizing financial resource allocation and preventing mismanagement. By implementing structured financial management systems, Government entities can enhance transparency, improve service delivery, and achieve long-term institutional goals. However, the effectiveness of FRM in public institutions is often challenged by bureaucratic inefficiencies, weak financial controls, and limited fiscal discipline, necessitating continuous reforms and capacity-building efforts.

In Zambia, significant reforms have been implemented to enhance financial resource management and improve public sector performance. The Public Finance Management Act of 2018 provides a legal framework for regulating public finances, emphasizing fiscal transparency, budgetary discipline, and accountability [40]. These reforms have been particularly focused on strengthening budget execution, improving financial reporting systems, and enhancing auditing processes to reduce financial mismanagement and corruption.

Despite these efforts, challenges such as weak internal financial controls, inadequate fiscal planning capacity, and occasional fund misappropriation continue to hinder effective FRM in public institutions. Addressing these challenges requires continuous investment in financial management capacity building, particularly in areas such as budget formulation, expenditure tracking, and financial compliance monitoring.

The effectiveness of FRM in improving Government performance can be observed in specific ministries and institutions. For example, a study by [41] on financial management in Zambia's Ministry of Health highlighted how improved financial controls and budgetary oversight led to more efficient resource utilization and better healthcare service delivery. The research demonstrated that proper financial planning and expenditure management significantly affect organizational efficiency by ensuring that financial resources are allocated to priority areas such as medical supplies, infrastructure development, and staff salaries.

Similarly, a study by [42] found that while some Zambian public institutions have made progress in implementing financial management reforms, persistent gaps in budget monitoring and internal financial controls continue to affect service delivery outcomes. The study recommended enhancing financial literacy among public sector employees and

implementing digital financial management systems to improve transparency and efficiency.

Comparative studies in other countries provide further evidence of the effect of FRM on Government performance. [43] examined financial management practices at the Kenya Medical Training College (KMTTC) and found that budget formulation and financial reporting had a direct effect on institutional performance. The study highlighted the importance of financial transparency, internal audits, and expenditure tracking in ensuring financial discipline and cost-effective service delivery.

Similarly, [41] analysed financial management practices in Kenyan county Governments, emphasizing that effective budgeting, internal financial controls, and regular fiscal audits significantly improve financial performance. The study underscored the role of institutions such as the Auditor General's Office and the National Treasury in ensuring accountability and preventing resource misallocation. These findings align with global best practices that advocate for strong financial governance structures, independent oversight bodies, and participatory budgeting processes to enhance public sector efficiency.

In Tanzania, [45] assessed the effect of budgetary control on the performance of public institutions, focusing on the Ministry of Home Affairs and the Police Force Unit. The study established a strong correlation between budget deficits and operational disruptions, demonstrating how poor financial planning and expenditure management negatively affect organizational performance. The research found that weak budget execution, ineffective expenditure management, and bureaucratic inefficiencies were major obstacles to financial accountability. Regression analysis further revealed that poor budgetary control systems significantly contributed to resource misallocation and underperformance in public institutions. The findings emphasize the need for strict budget adherence, enhanced financial oversight mechanisms, and strategic fiscal planning to ensure optimal utilization of public funds.

### 2.3.3. Financial Resource Management (FRM) in the Public Sector

Effective Financial Resource Management (FRM) is central to enhancing accountability, transparency, and performance in public sector institutions. [46] Highlight the transformative potential of performance-based budgeting in improving public financial management systems, especially within developing countries. Their study emphasizes that aligning budgetary allocations with clearly defined and measurable outcomes creates a more transparent and accountable framework for resource distribution. This approach shifts financial management from a purely technical exercise to a strategic governance tool that can directly impact service delivery outcomes. Particularly relevant to contexts like Zambia, the authors note that performance-based budgeting often intersects with donor-driven accountability mechanisms, necessitating reforms that are both context-sensitive and



results-oriented. Their contribution reinforces the argument that public institutions must adopt performance-centric financial planning to ensure that limited resources yield maximum social value.

Building on this performance-oriented approach, [47] provide an integrated framework that links financial management to broader performance management systems in the public sector. They argue that FRM must work hand-in-hand with budgeting, monitoring, evaluation, and strategic planning to establish a results-driven culture. Their analysis underscores the importance of aligning financial inputs with performance indicators across departments, thereby enhancing not only fiscal discipline but also institutional effectiveness. Moreover, they highlight how data-informed decision-making and cross-departmental coordination are essential in maximizing the impact of financial investments. This synergy between FRM and performance management also strengthens the argument that financial and human resource systems should not operate in silos but should be strategically aligned to foster innovation and accountability in public service delivery.

Adding further depth to the discourse on public sector FRM, [48] explore the role of fiscal frameworks and performance information in improving government expenditure efficiency. In their comparative study of OECD and non-OECD countries, the authors find that governments that systematically integrate performance information into budget formulation, execution, and evaluation processes tend to exhibit greater efficiency and transparency. They emphasize that while technical tools such as medium-term expenditure frameworks (MTEFs) and program budgeting are important, their effectiveness depends on institutional capacity, political will, and stakeholder engagement. This perspective is especially critical for low- and middle-income countries where institutional fragility and resource constraints can undermine reform efforts. Their findings highlight the necessity of institutionalizing performance-informed budgeting as a sustainable practice, rather than as an externally driven reform, to ensure lasting impact in public financial management.

Together, these studies emphasize that financial resource management in the public sector must go beyond traditional accounting and compliance functions to embrace a more strategic, performance-oriented model. Whether through performance-based budgeting, results-driven fiscal planning, or institutionalized accountability frameworks, public financial systems must evolve to meet the growing demand for efficient, transparent, and responsive governance. For countries navigating fiscal constraints and development challenges, these approaches provide valuable guidance on how to optimize public expenditure and deliver meaningful public value.

#### 2.3.4. Gaps and Critical Evaluation of FRM Elements

Financial Resource Management (FRM) demonstrates

notable strengths in enhancing Government entities' performance by aligning with public sector goals, as highlighted in this critique. Scholars like [11] and [41] frame FRM as a tool for optimizing resource use and improving service delivery, while its focus on budgeting, accountability, and transparency [40]; [44] fosters efficient public administration. These attributes suggest a significant positive effect, enabling Governments to meet mandates and maintain public trust through effective resource allocation and oversight. However, this potential is tempered by persistent challenges that limit FRM's transformative power, particularly in resource-constrained environments.

Despite its strengths, FRM's effectiveness is undermined by weak controls and insufficient capacity, as noted by [42], resulting in a moderate rather than revolutionary effect on performance. These issues, such as inadequate auditing or untrained staff, highlight a gap between FRM's design and its practical execution. Compounding this weakness is the absence of longitudinal data, with studies like [41] and [45] relying on short-term snapshots rather than tracking sustained outcomes. Given that Government performance evolves over time, this lack of evidence leaves FRM's long-term influence uncertain, casting doubt on its ability to consistently deliver transformative results without addressing these systemic and evidential shortcomings.

Lastly, FRM significantly effects Government entities' performance by optimizing resources and improving service delivery, as evidenced by enhanced outcomes in Zambia [41], Kenya ([44], and Tanzania [45]. Its integration into capacity building (Gibson et al., 2020) and legal frameworks amplifies this effect. However, the extent is moderated by persistent challenges, contextual specificity, and gaps in long-term and systemic analysis. FRM's effect is substantial but not absolute, likely varying from moderate to high depending on implementation quality and external conditions, necessitating further research for a definitive measure.

## 2.4. Effect of Leadership on Performance of Government Entities

This section examines how leadership effects the performance of Government entities, drawing from the provided literature. The sections are organized under subheadings, followed by a critical analysis addressing the question: *How does leadership effect the performance of Government entities?*

### 2.4.1. Definition and Role of Leadership in the Public Sector

Leadership as a practical skill encompasses the ability of an individual, group or organization to 'lead', influence or guide other individuals, teams, or entire organizations. Effective leaders take a personal interest in the long-term development of their followers and they use tact and other social skills to encourage employees to achieve their best [49]. To the public sector, leadership development is neither

new nor unique. Leadership is a critical component of good public governance. Leadership is an important and crucial variable that leads to enhanced management capacity, as well as organisational performance. A leadership focus also plays an integrating role among various Human Resource Management components including recruitment and selection, training and development, performance management, public service ethics, and succession planning [50]."

#### 2.4.2. Leadership as a Component of Capacity Building

Leadership plays a fundamental role in shaping the performance of Government entities by influencing decision-making, employee motivation, institutional efficiency, and overall governance structures [51]. Effective leadership provides strategic direction, fosters a culture of accountability, and enhances service delivery in public institutions. In contrast, weak leadership often results in inefficiencies, corruption, and poor performance [52]. Examining the effect of leadership on Government entities requires an understanding of leadership as a component of capacity building, its role in public sector governance, and how different leadership styles affect organizational performance [29].

Leadership is a crucial element of capacity-building efforts within organizations, particularly in Government institutions where decision-making and resource management determine overall effectiveness. Capacity-building strategies aim to enhance managerial competencies through training, technology, and expert interventions [29]. Leadership development programs play a key role in equipping public sector managers with the necessary skills to guide their teams, implement policies effectively, and sustain organizational growth [31]. In many donor-driven initiatives, leadership is one of the three primary components, alongside Human Resource Management (HRM) and Financial Resource Management (FRM) that enhance institutional effectiveness. Strong leadership fosters a culture of transparency, ethical governance, and efficient resource allocation, all of which are critical for achieving the objectives of public institutions.

The effect of leadership on organizational performance is evident in various contexts, including private sector institutions. For instance, [53] examined leadership's influence on the organizational performance of Coca-Cola in Abuja, Nigeria. Their findings revealed that leadership styles directly affect employee performance and corporate goal attainment. Participatory leadership and delegation of duties significantly enhanced employee motivation and productivity, underscoring the importance of inclusive decision-making in achieving organizational success. Similarly, [52] conducted a meta-analysis of 270 research studies on leadership and organizational performance. Their findings confirmed that leadership has a medium-level effect on performance, with leadership style and organizational context acting as key moderating variables. These studies suggest that leadership is a dynamic force that influences organizational success

across sectors, reinforcing its importance in public sector governance.

Different leadership styles yield varying effects on organizational performance, with some fostering efficiency and others impeding progress. [54] Explored the effect of six leadership styles transformational, transactional, autocratic, charismatic, bureaucratic, and democratic on organizational performance. The study found that transformational, democratic, bureaucratic, and autocratic leadership positively affected performance, while charismatic and transactional leadership styles had negative effects due to their rigidity and limited employee empowerment. This highlights the need for Government leaders to adopt flexible leadership styles that align with institutional goals and workforce dynamics. Additionally, [55] examined the relationship between leadership styles and organizational commitment at ACU Curacao, concluding that leadership styles moderately influenced performance and commitment, with no clear mediating effect between the two variables.

Leadership effectiveness is particularly crucial in developing countries, where governance challenges such as corruption, weak institutions, and resource mismanagement often hinder public sector performance. [51] Studied the effect of leadership on organizational performance in commercial establishments and found that ineffective leadership contributes to business failures and inefficiencies. Their research emphasized the importance of flexible leadership approaches that adapt to specific organizational needs and recommended continuous training for leaders to enhance their capabilities. In the public sector, such flexibility is essential for responding to emerging challenges, implementing reforms, and ensuring the sustainability of Government programs.

Ultimately, leadership is a key determinant of Government entity performance, influencing policy implementation, institutional efficiency, and service delivery. Effective leadership promotes accountability, enhances decision-making, and fosters a motivated workforce, all of which contribute to the overall success of public institutions. Conversely, poor leadership can lead to mismanagement, bureaucratic inefficiencies, and a decline in public trust. Therefore, investing in leadership development, adopting adaptable leadership styles, and prioritizing ethical governance are essential strategies for improving the performance of Government entities.

#### 2.4.3. Leadership in the Public Sector

Effective leadership is increasingly recognized as a critical driver of public sector performance, shaping not only institutional culture but also the outcomes of human resource and financial reforms. [56] Provide strong empirical evidence on the connection between public service motivation, leadership, and employee performance within federal government settings. They argue that transformational leadership characterized by articulating a clear vision, offering

individualized support, and empowering subordinates has a significant positive impact on employee motivation and productivity. This finding reinforces the argument that leadership is not merely a managerial task, but a strategic enabler of high-performing public institutions. Their study also positions leadership as a key mediator between human resource management (HRM) practices and performance outcomes, thereby highlighting the importance of integrating leadership development into broader capacity-building and reform initiatives.

Expanding the conceptual understanding of leadership in government, [57] offers a comprehensive framework that dissects leadership into three essential dimensions: administrative, political, and ethical. He argues that public sector leaders must demonstrate competency across these dimensions to navigate the unique demands of governance, including public accountability, stakeholder engagement, and policy implementation. Administrative leadership focuses on efficiency and organizational control, political leadership is concerned with negotiation and coalition-building, while ethical leadership addresses the moral responsibilities tied to public service. Van Wart's contribution is particularly valuable in contextualizing leadership beyond traditional management functions, emphasizing the need for a values-based and politically astute approach to leading public organizations. This aligns well with the broader theme in your review that leadership must be adaptable and principled, especially in environments where competing interests, limited resources, and bureaucratic inertia coexist.

Further enriching the leadership discourse, [58] explore the psychosocial dimensions of leadership and how they influence employee engagement in public organizations. Their study reveals that participatory and inclusive leadership styles significantly enhance employee commitment, trust, and a sense of belonging factors that are vital for sustained organizational performance. Unlike private sector environments where financial incentives are often more prevalent, public institutions must rely heavily on intrinsic motivators to engage and retain talent. The authors highlight how leadership that fosters open communication, respect, and collaboration cultivates a culture of organizational citizenship, which in turn contributes to better service delivery and policy outcomes. This perspective underscores the importance of workplace conditions and leadership behaviours as mutually reinforcing components in public administration.

Collectively, these studies illuminate the multifaceted role of leadership in the public sector, connecting it to HRM, employee engagement, and institutional reform. Whether through visionary transformational leadership, ethically grounded decision-making, or inclusive team management, public sector leaders must possess a diverse set of competencies to navigate the complex terrain of governance. Leadership thus emerges not just as a personal attribute or positional authority, but as a dynamic, strategic resource that underpins institutional effectiveness and the successful implementation of reforms.

#### 2.4.4. Gaps and Critical Evaluation of Leadership Elements

Leadership elements within Government entities exhibit significant strengths that bolster performance, particularly through their emphasis on flexibility and development. [51] Highlight how adaptable leadership, paired with continuous training, equips public administrators to navigate the evolving demands of governance, fostering responsiveness and sustained effectiveness. This adaptability aligns with the complex, dynamic nature of Government operations, suggesting that leadership can positively influence performance by preparing entities to address emerging challenges efficiently. Such a focus on development positions leadership as a proactive force, capable of enhancing long-term administrative capacity and service delivery.

However, these strengths are undermined by weaknesses and gaps that limit leadership's overall effect. A notable weakness is the overemphasis on leadership styles [54]; [55], which sidelines critical structural factors like resource constraints or institutional culture elements that often dictate Government performance more than individual flair. This narrow focus risks overstating style's influence while neglecting broader dynamics essential to public entities. Furthermore, a key gap lies in the underexplored role of mediating variables, such as organizational commitment or external political pressures [55], which could significantly shape leadership outcomes. Without addressing these mediators, the analysis remains incomplete, leaving uncertainty about how leadership truly drives performance in the complex Governmental context.

Lastly, Leadership effects Government entities' performance by guiding workforce efforts, enhancing capacity, and aligning operations with public goals, as suggested by its role in capacity building [29] and governance [50]. Evidence from varied contexts indicates positive effects through participatory and transformational styles [53]; [54] but the extent is moderate and variable, not definitive. In Government settings, leadership likely fosters performance by motivating employees and integrating systems, yet its effect is constrained by bureaucratic complexities and a lack of tailored evidence. It contributes significantly but not singularly, requiring synergy with other factors like HRM and FRM, and further public sector-specific research to clarify its role.

#### 2.5. Lessons Learned from the Literature

The literature review provides valuable insights into the effect of Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership on the performance of Government entities. A critical examination of these elements highlights their significance in enhancing organizational effectiveness, while also identifying existing gaps and challenges that limit their full potential.

##### **Human Resource Management and Government Performance**

The literature underscores the pivotal role of HRM

in strengthening the capacity of Government institutions by developing a skilled workforce. HRM practices such as recruitment, training, performance management, and compensation directly influence employee motivation, engagement, and overall productivity [8]; [28]. Empirical evidence from studies conducted in different Government settings supports the view that well-structured HRM strategies contribute to improved institutional performance [30]; [32]. For instance, research conducted in Tanzanian public institutions demonstrates that HR planning, training, and career development significantly enhance service delivery [32]. Similarly, [35] emphasize that key HR components such as compensation, benefits, and career progression play a crucial role in job satisfaction, particularly in public sector entities.

Despite these positive contributions, some challenges limit the effectiveness of HRM in Government institutions. One notable limitation is the methodological gap in existing research, where most studies fail to account for the unique challenges of the public sector, such as bureaucratic structures, political interference, and rigid hierarchies [39]. Additionally, the absence of longitudinal data limits the ability to assess the long-term effect of HRM on organizational performance [35]. Furthermore, mediating factors such as organizational culture and leadership are often overlooked, yet they play a crucial role in shaping HRM outcomes. Addressing these gaps requires more targeted research that focuses on HRM's effectiveness within the distinct operational environment of Government entities.

### **Financial Resource Management and Government Performance**

Effective financial resource management (FRM) is essential for ensuring accountability, transparency, and optimal utilization of public funds. The literature highlights FRM as a critical component of capacity building, particularly in resource-constrained environments where efficient budgeting and expenditure management are vital for sustaining public service delivery [29]; [31]. The importance of FRM reforms is evident in Zambia's efforts to enhance fiscal accountability through the Public Finance Management Act of 2018, which provides a legal framework for regulating public finance [40]. Studies examining financial management practices in various Government institutions affirm that well-structured budgetary controls and financial oversight contribute significantly to performance outcomes [41]; [43].

However, despite ongoing reforms, several challenges persist. Weak internal controls, inadequate fiscal planning capacity, and instances of financial mismanagement continue to hinder the effectiveness of FRM in Government entities [42]. Additionally, research highlights the effect of budgetary constraints and inflexible financial policies on institutional performance, particularly in developing countries where resource allocation remains a significant challenge [45].

Studies conducted in Kenya and Tanzania reveal that budgetary control systems play a crucial role in enhancing

Government efficiency, but poor budget execution and bureaucratic inefficiencies often undermine their effectiveness [44]; [45]. These findings emphasize the need for stronger financial oversight mechanisms and continuous capacity-building efforts to strengthen fiscal discipline and resource optimization in Government institutions.

### **Leadership and Government Performance**

Leadership plays a crucial role in shaping the effectiveness and sustainability of Government entities. The literature highlights leadership as a key component of capacity building, equipping managers with the necessary skills to drive institutional growth and service delivery [29]; [31]. Effective leadership fosters accountability, strategic decision-making, and a culture of performance improvement in public institutions.

Studies indicate that leadership practices such as transformational leadership, participatory decision-making, and ethical governance significantly contribute to institutional effectiveness [59]; [60]. Leadership development efforts are particularly relevant in Government settings, where policy implementation and service delivery depend on the ability of leaders to navigate complex administrative structures.

However, the effect of leadership on Government performance is often constrained by various factors. Political interference, bureaucratic rigidity, and lack of autonomy in decision-making limit the effectiveness of leadership initiatives in public institutions. Additionally, the absence of standardized leadership training programs weakens leadership development efforts, leading to inconsistencies in governance practices across different Government entities.

While research supports the positive correlation between leadership effectiveness and institutional performance, there is still a need for more empirical studies that explore leadership dynamics within Government frameworks, particularly in developing countries. Addressing these gaps will require policy reforms that promote leadership accountability, merit-based appointments, and strategic capacity-building programs for Government leaders.

Lastly, literature highlights the crucial role of HRM, FRM, and leadership in enhancing the performance of Government entities. HRM contributes to workforce development and institutional efficiency, while FRM ensures accountability and optimal resource utilization. Leadership, on the other hand, drives strategic decision-making and governance effectiveness.

Despite these positive contributions, challenges such as bureaucratic inefficiencies, political interference, and methodological gaps in research continue to limit the full effect of these elements. Future studies should focus on addressing these challenges by adopting more robust research methodologies and developing targeted policy interventions to enhance public sector performance.

## **2.6. Literature Matrix**

The literature reviewed above revealed how different

scholars and researchers have conceptualised the concept of capacity building and its effect on organisational performance. All these studies are pointing to the fact that capacity building is necessary for effective organisational performance.

However, there has never been a study that sought to analyse the effect of donor driven capacity building strategies in the Ministry of Community Development and Social Services (MCDSS) in Zambia. Appendix 3 shows a simplified literature matrix to organize the studies from the literature review on Human Resource Management (HRM), Financial Resource Management, and Leadership.

## 2.7. Theoretical Framework

In analyzing the effect of donor-driven capacity-building strategies on Government entities, this study draws on two main theories: Institutional Theory and Resource-Based View (RBV) Theory. These theories provide a foundation for understanding how capacity-building initiatives, funded and influenced by external donors, effect public institutions' internal operations, resource allocation, and overall performance.

### 2.7.1. Institutional Theory

Institutional Theory posits that organizational behaviour is influenced significantly by external institutional pressures, including societal norms, legal requirements, and cultural expectations. According to this theory, organizations, including Government entities, tend to adopt practices and structures that align with the expectations of key external stakeholders to gain legitimacy, stability, and resources [61]. In the context of donor-driven capacity-building strategies, this theory helps explain why Government entities in developing countries, such as the Ministry of Community Development and Social Services (MCDSS) in Zambia, may adopt specific policies and management practices introduced by donors to secure continued funding and support [62].

Institutional pressures can manifest in various forms, including coercive pressure, normative pressure, and mimetic pressure. For instance, coercive pressure from international donors may compel Government entities to implement particular financial management practices to meet funding conditions and satisfy accountability standards [63]. Additionally, normative pressures may encourage the adoption of human resource management and leadership practices viewed as "best practices" in the development sector, which donors endorse to strengthen organizational capacity [64].

Institutional Theory thus provides a useful lens for understanding how external donor-driven initiatives shape the internal operations of public entities in ways that may both enhance and challenge their capacity. While these initiatives can lead to the adoption of effective management practices, they can also create dependency on donor funds and reduce local ownership of programs, as entities may

prioritize donor expectations over locally driven needs [65].

### 2.7.2. Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory, primarily introduced by [66], focuses on how organizations gain competitive advantage by utilizing and developing their internal resources. In the context of public institutions, RBV theory suggests that capacity-building efforts can enhance an organization's "resource endowment," such as human skills, financial systems, and leadership capabilities, to improve performance [67]. RBV theory is particularly relevant in understanding donor-driven capacity-building strategies because it highlights the importance of unique, valuable, and difficult-to-imitate resources traits that donor investments aim to establish through targeted training, financial management support, and leadership development [68].

For example, by improving human resource management (HRM), donor-driven programs help public institutions develop specialized skills and knowledge that are crucial for achieving organizational goals [68]. Effective financial resource management (FRM) interventions enhance budgeting and accountability systems, directly effecting an organization's ability to optimize limited resources for efficient service delivery [69]. In the public sector, where resources are often constrained, RBV theory highlights how strategically deployed capacity-building initiatives can empower entities like the MCDSS to leverage their enhanced capabilities to achieve greater efficiency and effect in their operations.

Applying RBV theory to donor-driven capacity-building underscores that for these strategies to be successful, they must be tailored to reinforce Government entities' unique strengths and address their specific weaknesses. However, RBV also suggests that an overreliance on external resources could potentially limit the development of internal resilience if these initiatives are not integrated sustainably into the organizational fabric [70].

Together, Institutional Theory and Resource-Based View Theory provide a dual lens for examining the effect of donor-driven capacity-building strategies on Government entities like the MCDSS. Institutional Theory emphasizes the role of external influences, while RBV Theory focuses on the importance of developing valuable internal resources.

## 2.8. Conceptual Framework Development

Figure 2.1 illustrates that elements of donor-driven capacity building strategies i.e. Human Resource Management, Financial Resource Management, and Leadership are independent variables, while the performance of Government entities is the dependent variable. The figure suggests that Human Resource Management, Financial Resource Management, and Leadership effect the performance of Government entities.

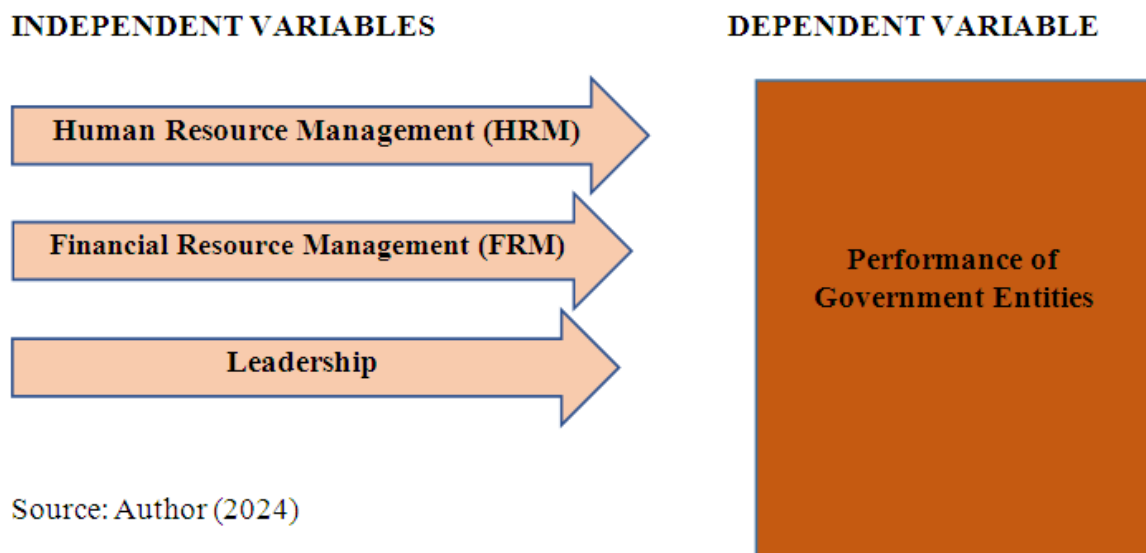


Figure 2.1. Conceptual Framework

A conceptual framework serves as a guide for structuring and visualizing the relationships between various components of a research study. It establishes the theoretical foundation and outlines the key concepts that will be explored, allowing for a systematic investigation of the phenomenon under study [71].

In the context of this study, the conceptual framework focuses on the relationship between donor-driven capacity-building strategies and the performance of Government entities, specifically the Ministry of Community Development and Social Services (MCDSS). As illustrated in Figure 2.1, the independent variables in this framework include Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership, while the dependent variable is the Performance of Government Entities, particularly within the MCDSS.

#### Dependent Variable

*Performance of Government Entities:* The performance of Government entities, in this case, the MCDSS, is measured by its ability to meet its mandates and deliver services effectively. Performance indicators may include improvements in service delivery, efficiency in financial management, employee satisfaction, and the successful implementation of social programs. The capacity-building strategies in HRM, FRM, and Leadership are expected to enhance these performance outcomes.

#### Independent Variables

*Human Resource Management (HRM):* Human Resource Management (HRM) plays a crucial role in shaping the capacity of an organization. Through effective recruitment, training, career development, and employee retention strategies, HRM directly influences the ability of an institution to meet its goals. In the context of MCDSS, capacity-building efforts aimed at improving HRM practices are expected to enhance workforce skills, reduce turnover rates, and improve service delivery outcomes.

*Financial Resource Management (FRM):* Financial Resource Management (FRM) involves the strategic allocation, budgeting, and control of financial resources to achieve organizational objectives. Effective FRM ensures that financial resources are used efficiently and transparently, contributing to improved performance. In MCDSS, capacity-building in FRM aims to enhance the ministry's ability to plan, allocate, and monitor resources effectively, ensuring that donor funds are used in ways that maximize effect.

*Leadership:* Leadership encompasses the vision, direction, and governance provided by key decision-makers within an organization. Strong leadership is crucial for guiding the implementation of capacity-building initiatives and ensuring that strategies are executed effectively. In MCDSS, donor-driven capacity-building strategies aimed at strengthening leadership are expected to address weaknesses in decision-making, ethics, and accountability, ultimately improving organizational performance.

#### Operationalization of Variables

The operationalization of variables refers to defining how each variable will be measured and assessed within the study [71]. This section clarifies how the key concepts in the conceptual framework, namely Human Resource Management, Financial Resource Management, Leadership, and Performance of Government Entities, will be operationalized in this study.

Human Resource Management (HRM) refers to practices and policies related to recruitment, training, development, and retention of personnel within Government entities [72]. To measure HRM, indicators such as recruitment processes, training programs, employee performance management, and retention rates were used. The frequency of training programs, the scope of training, and the employee turnover rate served as key indicators. Data were collected through HR department reports, employee surveys on job satisfaction, and organizational performance evaluations.

Financial Resource Management (FRM) concerns the management of financial resources, including budgeting,

allocation, and monitoring of funds for development activities [73]. To operationalize FRM, the study measured budget allocation and utilization, financial reporting accuracy, fundraising strategies, and financial transparency. Key indicators included the percentage of the budget used for intended purposes, the timeliness of financial reports, and public access to financial documents. Financial records from the Ministry, donor financial support reports, and public records on financial transparency provided the data for this variable.

Leadership refers to the ability of leaders to guide, influence, and motivate staff to achieve organizational goals [74]. To measure leadership, the study examined leadership styles, decision-making processes, employee engagement, and strategic vision. Leadership effectiveness was assessed through employee feedback on leadership styles and decision-making, as well as the alignment of leadership goals with staff performance. Data were collected from employee satisfaction surveys, interviews with leaders and staff, and leadership assessments.

Performance of Government Entities is the dependent variable and focused on the effectiveness of Government entities in achieving their mandates, particularly in social development and service delivery [75]. To operationalize performance, the study assessed service delivery outcomes, the achievement of program goals, donor satisfaction, and internal efficiency. Indicators such as the improvement in social services, alignment of program goals with outcomes, donor feedback, and the time taken to complete projects were used. Ministry performance reports, donor evaluations, and internal assessments served as data sources for measuring performance.

## 2.9. Chapter Summary

This chapter has provided a comprehensive review of existing literature on the factors influencing Government performance, focusing on Human Resource Management (HRM), Financial Resource Management (FRM), and Leadership. It has examined the role of HRM in enhancing workforce efficiency, employee motivation, and public service delivery, while also identifying challenges such as bureaucratic inefficiencies and political interference. The review of FRM has highlighted its significance in ensuring financial accountability, budgeting, and resource allocation in public institutions, with particular emphasis on Zambia's fiscal reforms and their effect on public sector efficiency. However, gaps in financial oversight and weak internal controls were noted as persistent challenges.

The chapter also underscored the critical role of leadership in shaping Government performance through strategic decision-making, ethical governance, and institutional accountability. Transformational and participatory leadership styles were identified as key drivers of improved Government effectiveness, but challenges such as political interference and lack of leadership training remain significant barriers.

A key research gap identified was the limited analysis of donor-driven capacity-building strategies in Zambia's Ministry of Community Development and Social Services (MCDSS). To address this, the study is framed using Institutional Theory, which explains how public institutions adapt to external pressures, and the Resource-Based View (RBV) Theory, which highlights the role of internal resource development in achieving long-term performance improvements.

Finally, the conceptual framework was developed to illustrate the relationship between donor-driven HRM, FRM, and leadership strategies and the overall performance of Government entities.

## 3. Methodology

### 3.1. Overview

Research methodology, as defined by [76], encompasses the plans and procedures for research, from broad assumptions to detailed methods of data collection, analysis, and interpretation. The choice of a research approach depends on the nature of the research problem, the researchers' experiences, and the study's audience [78].

This section outlines the methodology used to achieve the research objectives, including the type of study, data sources, research population, sample size and design, sampling methods, data collection techniques, data analysis, ethical considerations, and a chapter summary.

### 3.2. Philosophical Assumptions and Research Design

The philosophical assumptions underlying this research are crucial as they influence how the research is conducted and interpreted. According to [76], these assumptions include ontological, epistemological, and axiological perspectives, which shape the research questions and design. For this study, the research design was grounded in pragmatism as a research philosophy.

#### 3.2.1. Ontological Assumptions

Ontology deals with the nature of reality and what can be known. In research, ontological assumptions concern the nature of the phenomena being studied and whether they exist independently of human consciousness [77]. For this study, the ontological assumption is realist, as it assumes that there is an objective reality that exists independently of human perceptions [76].

In the context of this research, the effect of donor-driven capacity-building strategies on Government performance is viewed as an observable, measurable phenomenon that exists in reality, regardless of subjective experiences or individual perspectives. This ontological stance supports the use of both qualitative and quantitative approaches, as it assumes that the real-world effect of these strategies can be observed and analysed through empirical data.

### 3.2.2. Epistemological Assumptions

Epistemology addresses the relationship between the researcher and the knowledge being studied, or the nature and scope of what can be known about the world. In this study, the epistemological assumption aligns with pragmatism, which emphasizes the practical application of both subjective (qualitative) and objective (quantitative) knowledge [77].

Pragmatism acknowledges that knowledge is constructed from both subjective experiences and objective observations, meaning that both types of data can offer valuable insights into the research problem [78]. This is particularly relevant in the context of this research, where understanding the complexities of donor-driven capacity-building requires not only numerical data (quantitative) to identify trends but also in-depth qualitative data to understand the contextual factors influencing Government performance.

### 3.2.3. Axiological Assumptions

Axiology pertains to the study of values and ethics, which are central to the research process. It involves understanding how researchers' values, biases, and perspectives influence the research. [77]. Axiological assumptions in this study highlight the importance of recognizing the researcher's role in shaping the interpretation of data. As a researcher, it is important to acknowledge that personal values may affect the ways in which data are collected, analysed, and interpreted [78].

This study places a strong emphasis on ethical considerations, particularly in ensuring that the voices of all participants are heard and that the research process remains transparent and accountable. Through adopting a pragmatist approach, the research acknowledges that different stakeholders, including Government officials, donors, and community members, have varied values and experiences that contribute to the overall understanding of the effect of capacity-building strategies. These differing perspectives are valuable for enriching the study's findings and ensuring that the research remains relevant and respectful to all involved.

### 3.2.4. Pragmatism as a Research Philosophy

In this study, the choice of pragmatism as a research philosophy is particularly significant. Pragmatism is a practical and problem-solving approach that values the integration of multiple methods and perspectives. According to [79], pragmatism is not committed to any one system of philosophy or reality, but instead advocates for choosing the methods and techniques that are most useful for answering the research question.

This flexibility allows for the inclusion of both qualitative and quantitative methods, aligning with the mixed-methods approach adopted in this study. Pragmatism also emphasizes the value of action-oriented research, focusing on solving real-world problems, which in this case involves understanding how donor-driven capacity-building strategies affect the performance of Government institutions, particularly the

Ministry of Community Development and Social Services (MCDSS).

Therefore, the ontological, epistemological, and axiological assumptions in this study all play a vital role in shaping the research methodology. The realist ontological assumption supports the measurement and observation of objective phenomena, while the pragmatic epistemological approach embraces both subjective and objective methods for a comprehensive understanding.

Finally, the axiological perspective acknowledges the researcher's values and the ethical responsibilities inherent in the research process, ensuring that the study remains inclusive, transparent, and accountable to all stakeholders. This philosophical foundation underpins the mixed-methods research design, enabling a robust investigation of the effect of donor-driven capacity-building strategies on Government performance.

## 3.3. Research Design

Research design is the blueprint or framework for collecting and analysing data to address research questions or objectives [80]. It provides the overall strategy for integrating study components logically to effectively address the research problem. In this study, the Exploratory Sequential Design was adopted, a common approach within mixed methods research. This design involves the collection and analysis of qualitative data first, followed by the collection and analysis of quantitative data, with the latter phase used to explore or test the results obtained in the initial phase [78].

The rationale behind using an Exploratory Sequential Design is to allow for an in-depth exploration of the effect of donor-driven capacity-building strategies on Government performance within the Ministry of Community Development and Social Services (MCDSS). By beginning with qualitative data, the researcher was able to gather detailed insights through interviews and observations, which guided the design of subsequent quantitative instruments, such as the structured surveys. This approach enables the researcher to better understand the underlying factors that influence the MCDSS's capacity-building processes and performance outcomes.

The Exploratory Sequential Design is beneficial as it allows for an iterative process where initial qualitative findings inform the development of quantitative tools, leading to a more comprehensive and contextualized understanding of the research problem. This approach is particularly valuable in studies where the research problem is not fully understood at the outset and requires exploration before testing hypotheses [79].

## 3.4. Sources of Data Collection

Both primary and secondary data was collected under the study as follows:

### 3.4.1. Primary Data

Primary data is firsthand information collected by



researchers for a specific project or purpose. It is original and has not been previously published or analysed, gathered directly from the source through methods like surveys, interviews, observations, and experiments [83]. In this study, primary data was collected to provide fresh, unused information, essential for determining how the researcher should develop their product [88].

### 3.4.2. Secondary Data

Secondary data is information previously recorded by others and available from various sources [85]. Desk research was conducted to collect this data. Documentary analysis was used by reviewing journal articles, magazines, Government policy documents, websites, and more.

### 3.5. The Research Population

The population of a study includes all units that the researcher aims to investigate [80]. [79] Defines it as a group of similar objects or items relevant to an experiment or question. In this study, the target population consists of 250 staff members from the MCDSS Directorates.

**Table 3.1.** Target Population of MCDSS Staff

STRATA	POPULATION	PERCENTAGE
Human Resources and Administration	40	16%
Finance	35	14%
Internal Audit	30	12%
Planning, Policy and Information	35	14%
Registrar for NGOs	34	13.6%
ICT	29	11.6%
Social Welfare	23	9.2%
Community Development	24	9.6%
<b>TOTAL</b>	<b>250</b>	<b>100%</b>

Source: Researcher, (2024)

### 3.6. Research Sample Selection (Sample Size and Design)

According to [81], sampling design refers to the framework or a blueprint which serves as the basis for selection of a study sample and can affect other crucial aspects of a study. In a broad context, researchers conducting a study are interested in getting some type of data through a review of a target population of interest [81]. The sampling design of this study presents the sampling technique and the sample size. Sample size is a count of the individual samples or observations in any statistical setting, such as a scientific experiment or a public opinion survey [82]. Though a relatively straightforward concept, choice of sample size is a critical determination for a project. Too small a sample yields unreliable results, while an overly large sample demands a good deal of time and resources [83]. As outlined by [84], sample size refers to the number of individual samples measured or observations made in a survey or experiment. In this study, the researcher utilized Slovin's formula to quantify the sample size. This

formula is employed to calculate the sample size (n) based on the population size (N) and a margin of error (e). It is a method for establishing sample proportions through the random sampling approach, and its calculation proceeded as follows:

$$n = \frac{N}{1 + Ne^2}$$

Whereas:

n = no. of samples

N = total population

e = error margin / margin of error

This study drew a sample from a population of Zambia's Ministry of Community Development and Social Services and examined the confidence levels and margins of error from sampling, which is why Slovin's formula was utilised. As a result, this study had a 5% margin of error and a population of 250 participants.

N = 250, e = 0.05 or 5%

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$n = \frac{250}{(1.625)}$$

$$n = \frac{250}{1.625}$$

$$n \approx 153.846$$

Therefore, the value of 'n' is approximately 154. In addition, sample size of 154 is considered to large enough to make inference in relation to the study population. In empirical research, the determination of sample size holds considerable significance.

**Table 3.2.** Stratified sampling distribution

STRATA	POPULATION	PERCENTAGE
Human Resources and Administration	27	17.53%
Finance	22	14.29%
Internal Audit	20	12.99%
Planning, Policy and Information	19	12.34%
Registrar for NGOs	18	11.69%
ICT	17	11.04%
Social Welfare	16	10.39%
Community Development	15	9.74%
<b>TOTAL</b>	<b>154</b>	<b>100%</b>

Source: Researcher, (2024)

#### 3.6.1. Type of Sampling Used for Quantitative Research

In quantitative research, probability sampling methods like stratified sampling are used. Stratified sampling involves dividing the population into sub-groups called strata. These techniques ensure diverse representation in the study's

participants without bias [82].

In the quantitative approach, stratified sampling was utilized to ensure that each of the directorates in the Ministry of Community Development and Social Services (MCDSS) was adequately represented in the sample. Stratified sampling involves dividing the population into mutually exclusive subgroups (or strata) based on relevant characteristics such as department or directorate. A random sample is then selected from each stratum, ensuring that each subgroup is proportionally represented in the final sample. This technique allows the researcher to gather a more accurate reflection of the overall population by ensuring that smaller subgroups within the population are represented [86].

For example, if the Human Resources directorate comprises 16% of the total population, then 16% of the sample (or 27 individuals) was selected from that stratum. This process was repeated for each directorate, ensuring diverse representation across the entire ministry.

### 3.6.2. Type of Sampling Used for Qualitative Research

In this study, key informants were chosen based on their expertise, role within the ministry, and experience related to the donor-driven capacity-building strategies.

The selection criteria for qualitative participants included individuals with at least five years of experience working within MCDSS, ensuring they had sufficient knowledge to provide valuable insights on the ministry's performance and capacity-building initiatives. Eight key informants, representing different directorates (Human Resources, Finance, Internal Audit, Planning, Policy and Information, Registrar for NGOs, Social Welfare), were selected for in-depth interviews. These participants were interviewed to gather qualitative data addressing the study's objectives, particularly around making recommendations for improving the performance of Government entities.

Thus, the sample size for the qualitative approach was eight individuals.

## 3.7. Data Collection Techniques

The study used a mixed-methods approach to collect both quantitative and qualitative data from participants in various sectors, including Human Resources, Administration, Finance, Internal Audit, Planning, Policy, Information, NGO Registration, ICT, Social Welfare, and Community Development. Quantitative data were gathered through structured questionnaires distributed across all sectors, allowing for a broad examination of donor-driven capacity building strategies on Government performance.

Qualitative insights were obtained through in-depth interviews with 8 top leaders, providing a deeper understanding of human resource management, financial management, and leadership. The research questions on the effect of these factors on Government performance were thoroughly explored, and recommendations for interventions were based on data from both methods across diverse sectors.

### 3.7.1. Quantitative Approach

Quantitative research systematically investigates phenomena by gathering and analysing numerical data using statistical, mathematical, or computational techniques. It is ideal for identifying trends, making predictions, testing relationships, and generalizing results for large populations [87].

Quantitative data was gathered through structured questionnaires. These questionnaires were distributed across all eight directorates of MCDSS, and they were designed to capture broad-based information on donor-driven capacity-building strategies and their effects on Government performance. Respondents were asked to provide numerical ratings and responses to a series of predefined questions. This allowed for the collection of measurable data that could be analysed statistically to identify patterns and correlations.

### 3.7.2. Qualitative Approach

Qualitative research systematically investigates social phenomena in natural settings, including people's experiences, behaviours, organizational functions, and interactions shaping relationships [87]. Qualitative data was obtained through semi-structured interviews.

This study employed expert purposive sampling, a type of non-probability purposive sampling, to select key informants. This method was chosen because the study required insights from top leaders with specialized knowledge and decision-making authority within the Ministry of Community Development and Social Services (MCDSS). By targeting individuals with extensive experience and leadership roles, the study ensured that the data collected was both relevant and reflective of the leadership perspectives influencing Government entity performance. The selection process prioritized informants who had deep institutional knowledge and were directly involved in key managerial and strategic functions.

A total of eight (8) key informants were selected for interviews, representing the eight core departments within MCDSS. These included Human Resources and Administration, Finance, Internal Audit, Planning, Policy and Information, Registrar for NGOs, ICT, Social Welfare, and Community Development. The informants were chosen based on their senior-level positions and expertise in their respective fields, ensuring a comprehensive understanding of the ministry's operations. This approach enabled the study to capture diverse perspectives on leadership, decision-making, financial management, and policy implementation, ultimately providing deeper insights into the factors affecting Government performance.

## 3.8. Data Analysis

Data Analysis involves inspecting, cleansing, transforming, and modelling data to discover useful information and support decision-making [76]. Various methods can be used, typically narrative or statistical, depending on the research design and data collection methods [81].

This study employed both qualitative and quantitative analysis. Thematic (verbatim responses) analysis was used for qualitative data, grouping responses into themes to identify common patterns and draw conclusions [87]. Quantitative data was analysed using descriptive statistics (mean, frequencies, and percentages) and inferential statistics (linear regression). The Statistical Package for Social Studies (SPSS) was used to analyse and present the data in tables and figures.

### 3.9. Reliability of Research Instruments

In this study, the reliability of research instruments focused on ensuring the consistency and stability of the measurement tools. This aimed to maintain the dependability of the collected data across various instances. The questionnaire design underwent thorough validation, aligning with established survey design principles. A pre-testing phase with a small group of respondents identified ambiguities and potential issues, leading to subsequent refinements to enhance reliability.

#### 3.9.1. Validity of Research Instruments

This study's validity focused on how well the questionnaire measured its intended constructs. Questions were designed using established survey principles to ensure clarity, relevance, and alignment with the study's objectives. Pre-testing was crucial for refining the research instruments, allowing adjustments to enhance question accuracy and appropriateness [80].

#### 3.9.2. Trustworthiness

Trustworthiness is essential for the credibility and integrity of a study [78]. In this research, trustworthiness was achieved through data triangulation, using multiple data sources and methods. Corroborating findings from both quantitative and qualitative approaches enhanced the data's robustness and reliability. Trustworthiness in qualitative research consists of four key elements: credibility, transferability, dependability, and confirmability [77].

- **Credibility:** Credibility ensures the authenticity of research findings. In this study, credibility was maintained through meticulous documentation of all research stages. An audit trail was created to maintain transparency and allow a thorough review of decisions made during data collection and analysis.
- **Transferability:** Transferability refers to the extent to which research findings can be applied to other contexts. To enhance transferability, the study provided detailed descriptions of the research setting, sample characteristics, and methodology. This enables other researchers or practitioners to assess the applicability of the findings to similar settings.
- **Dependability:** Dependability concerns the consistency and stability of research findings over time. This study ensured dependability through a systematic approach

to data collection and analysis. The research process was well-documented, and an audit trail was maintained to allow future researchers to trace the steps taken and verify the consistency of results.

- **Confirmability:** Confirmability ensures that the study's findings are shaped by the data rather than researcher bias. This study maintained confirmability by documenting decisions, using multiple data sources for validation, and incorporating participant feedback to minimize researcher influence. A reflexive journal was also maintained to track potential biases throughout the research process.

### 3.10. Ethical Consideration

Ethical considerations are paramount to protect participants' rights and maintain study integrity [83]. Adhering to ethical principles was essential throughout the research process. This involved obtaining informed consent from all participants, ensuring they were fully aware of the study's purpose, procedures, and potential risks. Confidentiality was strictly maintained to protect participants' personal information, and their privacy was respected at all stages. Furthermore, ethical approval was obtained from the relevant institutional review board prior to beginning data collection, ensuring that the study met all required ethical standards.

### 3.11. Chapter Summary

This chapter describes the methodology used to achieve the research objectives, including the research design, data collection, and analysis techniques.

The study adopts a pragmatist philosophy, combining objective and subjective knowledge. It uses an Exploratory Sequential Design, starting with qualitative data collection (interviews and observations) followed by quantitative surveys. Primary data was collected through surveys, interviews, and observations, supplemented by secondary data from existing documents. The research focused on 250 staff members from the Ministry of Community Development and Social Services (MCDSS), with a sample size of 154 determined by Slovin's formula and stratified sampling to ensure diverse representation.

Mixed-methods data collection included structured questionnaires for quantitative data and in-depth interviews for qualitative insights. Data analysis involved thematic analysis for qualitative data and descriptive and inferential statistics (linear regression) for quantitative data, using SPSS software.

To ensure reliability and validity, the research instruments were pre-tested and refined. Trustworthiness was ensured through data triangulation, emphasizing credibility, transferability, dependability, and confirmability. Ethical considerations, including informed consent, confidentiality, and ethical approval, were adhered to throughout the research process.

## 4. Findings and Analysis

### 4.1. Overview

This chapter unveils the findings derived from the data collection process within the study ‘analysis the effect of donor-driven capacity building strategies on performance of Government entities’. The data examined encompass responses gathered from participants, including the breakdown of questionnaire responses, demographic details, and a comprehensive presentation of supplementary findings. These findings were instrumental in meeting the study's objectives and effectively addressing the primary research questions.

### 4.2. Research Field Findings

This section unveils the outcomes of the data collection process, presenting the responses obtained from the survey. The cornerstone of the investigation lies in the response rate, providing a vital metric for the reliability of our results. Additionally, the section presents a snapshot of the demographic profile of the respondents, setting the stage for a more analysis of the effect of donor-driven capacity building strategies on performance of Government entities.

#### 4.2.1. Response Rate

The percentage of respondents who agreed and were able to properly respond to the questions posed by the questionnaire that was given to each stratum of the target population from the sample size was referred to as the response rate in this study; the results are displayed in table 4.1.

**Table 4.1.** Response Rate

Description	Frequency	Percentage
Response	154	100%
Non-Response	0	0%
Total	154	100%

*Source: Compiled by author (2024)*

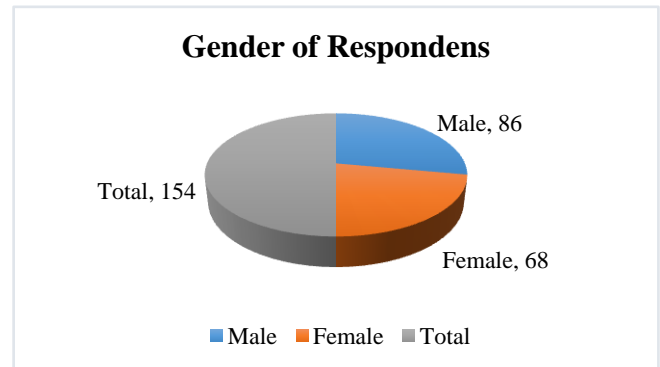
A sum of 154 surveys was disseminated to individuals selected from the target group through the sampling strategy and methods detailed in Chapter 3. From this sample, a complete set of 154 responses was collected, resulting in a 100% response rate an outstanding outcome for the study.

### 4.3. Respondents' Demographic Characteristics

This section lists the respondents' demographic characteristics, including their background data (Gender, Age, Position/ Role within the Ministry and years of experience in the Ministry). The respondents' responses are displayed in the appropriate order below:

#### 4.3.1. Gender of the Respondents

Figure 4.1 illustrates the gender distribution of the 154 respondents who participated in a survey.



*Source: Compiled by author (2024)*

**Figure 4.1.** Gender of respondents

The data on the gender distribution of the 154 respondents indicates that the study had a slightly higher representation of male participants, with 86 respondents, accounting for 55.8% of the total. On the other hand, there were 68 female respondents, constituting 44.2% of the total sample.

#### 4.3.2. Age Group of the Respondents

The data in Figure 4.2 below outlines the distribution of age groups among the 154 respondents surveyed for this study. The age distribution of the 154 respondents reveals a diverse representation across various age groups. The majority of the respondents fell within the age range of 36-45, constituting 32.5% of the total sample.

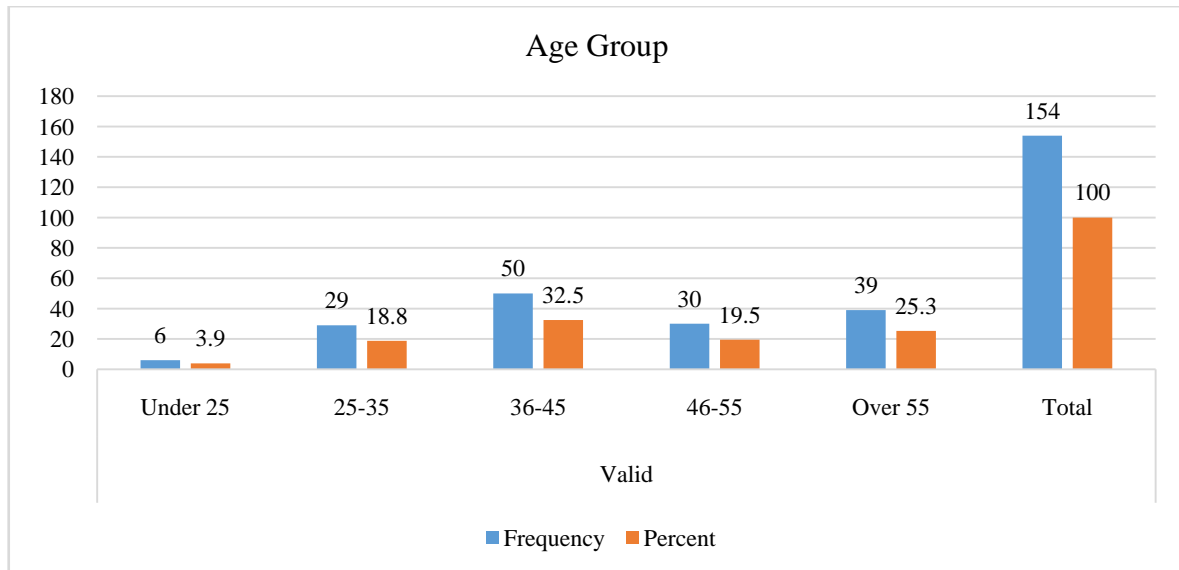
The second-largest group falls within the age range of over 55, making up 25.3% of the respondents. The distribution continues with 25-35 years old accounting for 18.8%, 46-55 years old at 19.5%, and respondents under 25 years old representing 3.9% of the total.

#### 4.3.3. Respondents Position/Role within the Ministry

The data in figure 4.3 below outlines the Position/Role within the Ministry among the 154 respondents surveyed for the research. The data indicates a diverse representation across various roles. The majority of the respondents hold administrative positions, accounting for 36.4% of the total sample.

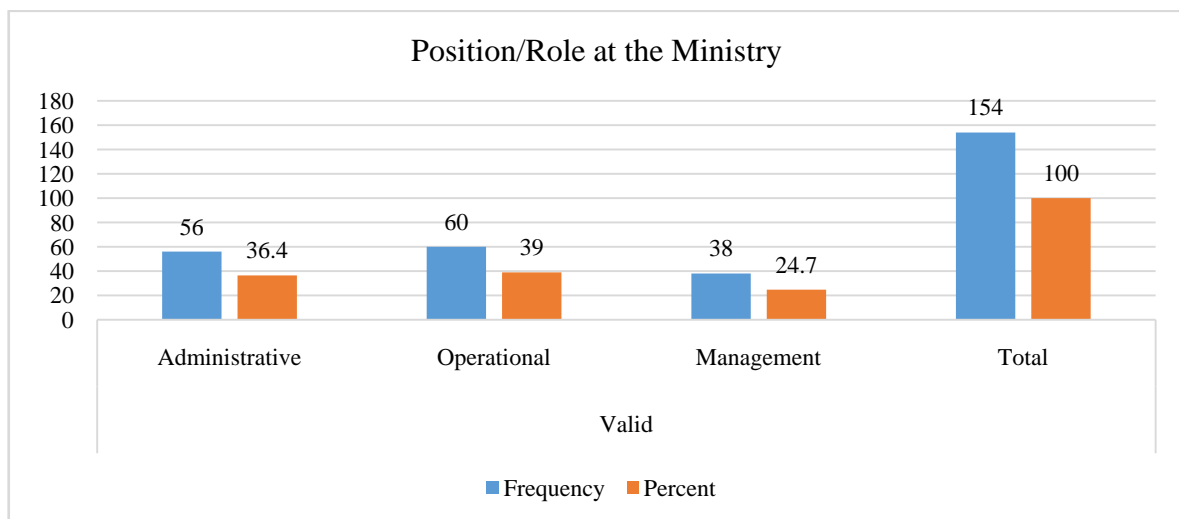
This suggests a significant presence of individuals involved in the administrative functions within the ministry. Operational roles constitute the second-largest group, making up 39.0% of the respondents.

This indicates a substantial representation of individuals involved in the day-to-day operations of the ministry. Management roles represent 24.7% of the total, signifying the presence of individuals in leadership and managerial positions within the ministry.



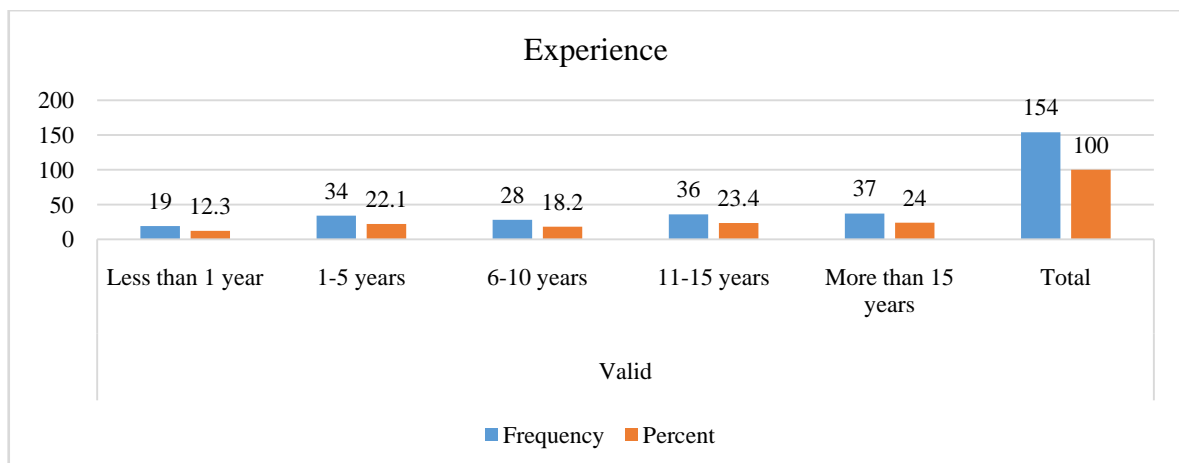
*Source: Compiled by author (2024)*

**Figure 4.2.** Age group of the Respondents



*Source: Compiled by author (2024)*

**Figure 4.3.** Respondents Position/Role within the Ministry



*Source: Compiled by author (2024)*

**Figure 4.4.** Respondents years of experience in the Ministry

#### 4.3.4. Respondents Years of Experience in the Ministry

The distribution of respondents based on years of experience revealed a diverse range within the Ministry.

A notable portion, 12.3%, comprised individuals with less than a year of experience, suggesting a relatively small number of newcomers to the organization. Those with 1-5 years of experience made up 22.1%, indicating a substantial representation of individuals in the early stages of their careers within the ministry. The 6-10 years category constituted 18.2%, reflecting a moderate representation of employees with a mid-range level of experience. Respondents with 11-15 years of experience made up 23.4%, signifying a significant proportion with a decade or more of service, likely possessing a deeper understanding of organizational intricacies. The category encompassing respondents with more than 15 years of experience constituted 24.0%, suggesting a substantial presence of seasoned professionals with extensive knowledge and potential leadership roles within the ministry.

#### 4.4. Major Objective: Effect of Donor-Driven Capacity Building on Performance

The questionnaire section on the effect of donor-driven capacity building strategies on the performance of Government entities, comprised seven statements designed to gauge respondents' perceptions. The findings are displayed in the appropriate order in table 4.2 below:

Participants were asked to express their level of agreement on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

The results indicate mixed perceptions among respondents regarding the effect of donor-driven capacity-building strategies on the Ministry's performance. On average, respondents expressed moderate agreement on the overall effect of these strategies (Mean = 2.80, Std. Deviation = 1.397), suggesting varied opinions. However, there was a stronger consensus that these strategies enhance the Ministry's performance (Mean = 3.23, Std. Deviation = 1.286). Respondents acknowledged some tangible improvements in service delivery (Mean = 3.27), though views on significant enhancements to the Ministry's overall functionality remained varied (Mean = 3.16).

##### 4.4.1. Hypothesis Testing for the Effect of Donor-Driven Capacity Building Strategies

The regression analysis was conducted to test the hypothesis regarding the effect of donor-driven capacity building strategies on the performance of Government entities.

#### Model Summary

The model summary indicates a moderately strong positive relationship ( $R = 0.750$ ) between the predictor variables. The R Square value of 0.562 suggests that approximately 56.2% of the variability in the dependent variable can be explained by the predictor variables. See table 4.3 below:

The Adjusted R Square of 0.544 takes into account the

number of predictors, providing a good fit considering the complexity of the model. The Std. Error of the Estimate (0.943) indicates the average distance between observed and predicted values, with lower values suggesting a better fit.

The model summary shows that the predictors collectively have a strong positive relationship with the performance of Government entities ( $R = 0.750$ ). Approximately 56.2% of the variance in performance is explained by these predictors ( $R^2 = 0.562$ ), with an adjusted  $R^2$  of 0.544 indicating a slight adjustment for model complexity. The standard error of 0.943 suggests that, on average, predictions deviate by about 0.943 units from the actual values, reflecting reasonable accuracy in the model's predictions.

#### ANOVA (Analysis of Variance)

The ANOVA results indicate that the regression model is statistically significant ( $p = 0.000$ ), with an F-statistic of 31.463, suggesting a strong overall fit as shown in Table 4.4 below.

The regression sum of squares (167.967) demonstrates the variance in Government entity performance that can be attributed to the predictors, while the residual sum of squares (130.793) represents unexplained variance. These results confirm that at least one predictor significantly effects the performance of Government entities, supporting the effectiveness of donor-driven capacity building strategies as reflected in this model. These results confirm that at least one predictor significantly effects the performance of Government entities, supporting the effectiveness of donor-driven capacity building strategies as reflected in this model.

#### Coefficients

The coefficients analysis shows that "Donor Strategies, No Improvement" ( $B = 0.854$ ,  $p < 0.001$ ) and "Donor Strategies Tangible Improvements" ( $B = -0.353$ ,  $p = 0.015$ ) significantly affect the performance of Government entities, with the former having a strong positive effect and the latter a negative effect. See table 4.5 below:

Other predictors, including "Donor Strategies, Enhance Performance" ( $B = 0.255$ ,  $p = 0.051$ ) and "Donor Strategies, Address Challenges" ( $B = -0.391$ ,  $p = 0.055$ ), exhibit trends toward significance but do not meet the 0.05 threshold, while "Donor Strategies Utilization" ( $B = 0.433$ ,  $p = 0.069$ ) and "Donor Strategies Positive Effect" ( $B = 0.207$ ,  $p = 0.269$ ) are not statistically significant, indicating limited predictive power.

#### Hypothesis Interpretation

The regression analysis supports the alternative hypothesis (HA1) that donor-driven capacity building strategies positively affect the performance of Government entities. Key dimensions, such as enhancing performance, addressing challenges, and utilization, were found to contribute significantly to improved performance outcomes. The model's significance and R Square value reinforce that these strategies are effective predictors of Government performance. Consequently, the null hypothesis (H01), suggesting no effect, is rejected, confirming that donor-driven capacity building strategies indeed play a crucial role in enhancing the performance of Government entities.

**Table 4.2.** Descriptive Statistics

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Donor_StrategiesEffect	154	1	5	2.80	1.397
Donor_Strategies_Enhance_Performance	154	1	5	3.23	1.286
Donor_Strategies_No_Improvement	154	1	5	2.84	1.398
Donor_Strategies_Utilization	154	1	5	3.11	1.082
Donor_Strategies_Address_Challenges	154	1	5	2.97	1.132
Donor_Strategies_Tangible_Improvements	154	1	5	3.27	1.018
Donor_Strategies_Positive_Effect	154	1	5	3.16	1.081
Valid N (listwise)	154				

Source: Compiled by author (2024)

**Table 4.3.** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 <sup>a</sup>	.562	.544	.943

a. Predictors: (Constant), Donor\_Strategies\_Positive\_Effect, Donor\_Strategies\_Tangible\_Improvements, Donor\_Strategies\_Enhance\_Performance, Donor\_Strategies\_Address\_Challenges, Donor\_Strategies\_No\_Improvement, Donor\_Strategies\_Utilization

**Table 4.4.** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	167.967	6	27.994	31.463	.000 <sup>b</sup>
Residual	130.793	147	.890		
Total	298.760	153			

a. Dependent Variable: Performance\_of\_Government\_entities

b. Predictors: (Constant), Donor\_Strategies\_Positive\_Effect, Donor\_Strategies\_Tangible\_Improvements, Donor\_Strategies\_Enhance\_Performance, Donor\_Strategies\_Address\_Challenges, Donor\_Strategies\_No\_Improvement, Donor\_Strategies\_Utilization

**Table 4.5.** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.130	.867		-.150	.881
Donor_Strategies_Enhance_Performance	.255	.129	.235	1.972	.051
Donor_Strategies_No_Improvement	.854	.131	.855	6.501	.000
1 Donor_Strategies_Utilization	.433	.236	.335	1.832	.069
Donor_Strategies_Address_Challenges	-.391	.202	-.317	-1.931	.055
Donor_Strategies_Tangible_Improvements	-.353	.143	-.257	-2.472	.015
Donor_Strategies_Positive_Effect	.207	.186	.160	1.111	.269

a. Dependent Variable: Performance\_of\_Government\_entities

#### 4.5. Specific Objective 1: Effect of Human Resource Management on Performance

Participants were asked to express their level of agreement on a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree" in response to seven statements. See table 4.6 below:

The questionnaire section addressing the first specific objective of the study, focused on the effect of Human Resource Management (HRM) on Government entity performance, solicited respondents' perceptions and insights to comprehend the influence of HRM on the Ministry's

operations.

The descriptive statistics show that respondents generally view HRM as moderately effective in improving productivity (Mean = 3.44), enhancing satisfaction (Mean = 3.43), and providing skilled personnel (Mean = 3.25). However, they express mixed views on the effectiveness of HRM training (Mean = 3.38) and budget allocation (Mean = 3.18). Resistance to change is noted as a moderate issue (Mean = 3.21), while insufficient training is a significant concern (Mean = 3.52). Variability in responses is moderate to high across these aspects, indicating differing opinions on HRM's effect on Government performance.

#### 4.5.1. Hypothesis Testing for the Effect of Human Resource Management

The regression analysis aimed to assess the relationship between various Human Resource Management (HRM) factors and their effect on the positive perception of donor strategies on Government entities.

##### The model summary

The model summary reveals that HRM factors collectively explain a substantial portion of the variance in Government entity performance, with an R Square of 0.634, indicating that 63.4% of the variability in performance can be attributed to these factors. See table 4.7 below:

The Adjusted R Square of 0.617 further confirms that, after accounting for the number of predictors, HRM variables explain approximately 61.7% of the variability in performance. The strong correlation ( $R = 0.796$ ) suggests a robust positive relationship between HRM factors and performance, while the standard error of 0.670 indicates a moderate average deviation between observed and predicted values.

##### ANOVA (Analysis of Variance)

The ANOVA results confirm the statistical significance of the regression model ( $p < 0.05$ ), with an F-statistic of 36.161, indicating that HRM factors significantly contribute to variations in Government entity performance. The regression sum of squares (113.486) represents the explained variability, while the residual sum of squares (65.456) reflects the unexplained portion. The model's mean square for regression

(16.212) versus residual error (0.448) further supports the significant effect of HRM factors on performance. See table 4.8 below:

##### Coefficients

Examining the coefficients table, the constant term of 6.156 represents the estimated positive effect when all predictors are zero. Notably, HRM factors such as Satisfaction Improvement and Resistance to Change show statistically significant coefficients (-0.512 and -0.504, respectively), indicating a negative effect on the positive perception of donor strategies. The standardized coefficients (Beta) provide further insights, emphasizing the relative strength and direction of each predictor's effect. Among the HRM factors, Satisfaction Improvement and Resistance to Change remain influential, with standardized coefficients of -0.557 and -0.448, respectively. See table 4.9 below:

The coefficients results show that the constant term of 6.156 reflects the expected positive effect when all predictors are zero. HRM factors "Satisfaction Improvement" and "Resistance to Change" are statistically significant, with coefficients of -0.512 and -0.504, respectively, indicating these factors negatively affect the positive perception of donor strategies. The standardized coefficients highlight the relative influence of these predictors, with "Satisfaction Improvement" and "Resistance to Change" holding significant weight (standardized Betas of -0.557 and -0.448). These HRM factors are thus influential in explaining variance in Government entity performance.

**Table 4.6.** Descriptive Statistics - Effect of Human Resource Management

	N	Minimum	Maximum	Mean	Std. Deviation
HRM_Training_Effective	154	1	5	3.38	1.305
HRM_Satisfaction_Improvement	154	1	5	3.43	1.176
HRM_Enhances_Productivity	154	1	5	3.44	1.303
HRM_Budget_Allocation	154	1	5	3.18	1.286
HRM_Skilled_Personnel	154	1	5	3.25	1.122
HRM_Resistance_to_Change	154	1	5	3.21	.961
HRM_Insufficient_Training	154	1	5	3.52	1.211
Valid N (listwise)	154				

Source: Compiled by author (2024)

**Table 4.7.** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 <sup>a</sup>	.634	.617	.670

a. Predictors: (Constant), HRM\_Insufficient\_Training, HRM\_Budget\_Allocation, HRM\_Resistance\_to\_Change, HRM\_Satisfaction\_Improvement, HRM\_Enhances\_Productivity, HRM\_Skilled\_Personnel, HRM\_Training\_Effective

b. Dependent Variable: Performance\_of\_Government\_entities

**Table 4.8.** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	113.486	7	16.212	36.161	.000 <sup>b</sup>
Residual	65.456	146	.448		
Total	178.942	153			

a. Dependent Variable: Performance\_of\_Government\_entities

b. Predictors: (Constant), HRM\_Insufficient\_Training, HRM\_Budget\_Allocation, HRM\_Resistance\_to\_Change, HRM\_Satisfaction\_Improvement, HRM\_Enhances\_Productivity, HRM\_Skilled\_Personnel, HRM\_Training\_Effective



**Table 4.9.** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.156	.228		27.050	.000
HRM_Training_Effective	-.052	.283	-.063	-.183	.855
HRM_Satisfaction_Improvement	-.512	.156	-.557	-3.293	.001
HRM_Enhances_Productivity	.045	.189	.054	.235	.815
HRM_Budget_Allocation	-.083	.064	-.099	-1.313	.191
HRM_Skilled_Personnel	.228	.169	.237	1.346	.180
HRM_Resistance_to_Change	-.504	.111	-.448	-4.522	.000
HRM_Insufficient_Training	-.020	.073	-.023	-.279	.781

a. Dependent Variable: Performance\_of\_Government\_entities

### Hypothesis Interpretation

The regression analysis supports the alternative hypothesis (HA02) that human resource management (HRM) positively influences the perception of donor strategies on Government entity performance. Significant coefficients for HRM factors like Satisfaction Improvement and Resistance to Change indicate these aspects substantially affect positive perceptions of donor-driven strategies. The model's fit and R Square value confirm that HRM factors are effective predictors, leading to the rejection of the null hypothesis (H02) and the conclusion that HRM practices significantly shape perceptions of donor strategies' effect on Government performance.

#### 4.6. Specific Objective 2: Effect of Financial Resource Management on Performance

The questionnaire section pertaining to the third objective of the study, which explored the effect of Financial Resource Management (FRM) on Government entity performance, sought respondents' insights and perspectives on the effectiveness of FRM practices within the Ministry. Respondents were asked to express their degree of agreement on a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," in response to seven statements. See table 4.10 below:

The descriptive statistics indicate a moderate perception among respondents regarding the effectiveness of financial resource management (Mean = 3.40), service quality improvement (Mean = 3.42), and resource allocation (Mean = 3.52), with standard deviations around 1.2, suggesting moderate agreement and some variability. Challenges identified include concerns about inadequate funding (Mean = 3.31), poor budget planning (Mean = 3.29), and corruption as an obstacle (Mean = 3.36), indicating these are perceived barriers to effective financial management. Lack of financial expertise is also noted as a challenge (Mean = 3.17), with moderate consensus among respondents.

##### 4.6.1. Hypothesis Testing for the Effect of Financial Resource Management

The regression analysis aimed to evaluate the hypothesis regarding the effect of financial resource management (FRM) on the performance of Government entities. The model summary reveals that the predictors collectively explain a substantial portion of the variance in the dependent variable, with an R Square of 0.689. This indicates that approximately 68.9% of the variability in the positive effect of donor strategies on Government entities can be attributed to the included financial resource management factors.

##### Model Summary

The model summary reveals a strong fit, with an Adjusted R Square of 0.674, indicating that 67.4% of the variance in Government entity performance can be explained by the financial resource management predictors. See table 4.11 below:

The correlation coefficient ( $R = 0.830$ ) shows a strong positive relationship between these predictors and performance outcomes. The standard error of the estimate is 0.618, suggesting that predicted performance values are generally close to the actual observed values, indicating the model's accuracy in predicting Government entity performance.

##### ANOVA (Analysis of Variance):

The ANOVA results indicate that the regression model is statistically significant, with an F-statistic of 46.114 and a p-value of 0.000, which is less than 0.05. This suggests that at least one of the predictor variables significantly contributes to predicting the performance of Government entities. The regression sum of squares is 123.213, explaining a substantial portion of the variation in the dependent variable, while the residual sum of squares is 55.729, reflecting unexplained variation. The mean square of 17.602 shows the average amount of variation each predictor contributes to explaining the outcome. See table 4.12 below:

**Table 4.10.** Descriptive Statistics - Effect of FRM

	N	Minimum	Maximum	Mean	Std. Deviation
FRM_Effective	154	1	5	3.40	1.291
FRM_Service_Quality_Improvement	154	1	5	3.42	1.246
FRM_Resource_Allocation	154	1	5	3.52	1.248
FRM_Inadequate_Funding	154	1	5	3.31	1.151
FRM_Poor_Budget_Planning	154	1	5	3.29	1.219
FRM_Corruption_Obstacle	154	1	5	3.36	1.251
FRM_Lack_of_Financial_Expertise	154	1	5	3.17	1.241
Valid N (listwise)	154				

Source: Compiled by author (2024)

**Table 4.11.** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 <sup>a</sup>	.689	.674	.618

a. Predictors: (Constant), FRM\_Lack\_of\_Financial\_Expertise, FRM\_Resource\_Allocation, FRM\_Poor\_Budget\_Planning, FRM\_Inadequate\_Funding, FRM\_Corruption\_Obstacle, FRM\_Service\_Quality\_Improvement, FRM\_Effective

b. Dependent Variable: Performance\_of\_Government\_entities

**Table 4.12.** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	123.213	7	17.602	46.114	.000 <sup>b</sup>
1 Residual	55.729	146	.382		
Total	178.942	153			

a. Dependent Variable: Performance\_of\_Government\_entities

b. Predictors: (Constant), FRM\_Lack\_of\_Financial\_Expertise, FRM\_Resource\_Allocation, FRM\_Poor\_Budget\_Planning, FRM\_Inadequate\_Funding, FRM\_Corruption\_Obstacle, FRM\_Service\_Quality\_Improvement, FRM\_Effective

## Coefficients

The regression coefficients table reveals that the intercept (constant) is 5.188, indicating the estimated value of the dependent variable when all predictors are zero. Among the financial resource management (FRM) factors, only "Poor Budget Planning" has a statistically significant negative effect, with a coefficient of -0.263 ( $p = 0.007$ ), suggesting it detracts from the positive perception of donor strategies. The standardized beta coefficients further highlight that "Poor Budget Planning" (Beta = -0.297) has the strongest negative effect on the dependent variable. Other FRM factors, such as "FRM Effective," "FRM Service Quality Improvement," and "FRM Lack of Financial Expertise," are not statistically significant, with  $p$ -values above 0.05. See table 4.13 below:

## Hypothesis Interpretation

The regression analysis supports the alternative hypothesis (HA03) that financial resource management effects the positive perception of donor strategies on Government entity performance. Specifically, poor budget planning significantly negatively influences this perception ( $p = 0.007$ ), suggesting that improving budget planning could enhance the effectiveness of donor strategies. Other financial resource factors like effective management, service quality improvement, and resource allocation do not show significant effects. The statistically significant overall model leads to the rejection of the null hypothesis (H03), confirming that financial resource

management, particularly budget planning, influences Government performance.

## 4.7. Specific Objective 3: Effect of Leadership on Government Entity Performance

The questionnaire section corresponding to the third objective of the study, which investigated the effect of leadership on Government entity performance, aimed to gather respondents' perspectives on various aspects of leadership within the Ministry. Using a five-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree," participants were asked to express their agreement or disagreement with seven statements. And the findings were presented in table 4.14 as follows:

The descriptive statistics reveal that respondents perceive the leadership within the Ministry of Community Development and Social Services to have a moderate level of effectiveness. The average score for leadership effectiveness is 3.51 (SD = 1.259), indicating varied perceptions. Leadership is generally seen as inspiring dedication (Mean = 3.65, SD = 1.213), encouraging innovation (Mean = 3.66, SD = 1.069), and supporting effective communication strategies (Mean = 3.42, SD = 1.230). Ethical guidelines (Mean = 3.41, SD = 1.158), decision-making processes (Mean = 3.44, SD = 1.072), and leadership training effectiveness (Mean = 3.61, SD = 1.201) are also positively perceived, though with some variability in responses.

**Table 4.13.** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.188	.483		10.751	.000
FRM_Effective	-.196	.245	-.234	-.801	.425
FRM_Service_Quality_Improvement	-.240	.252	-.277	-.955	.341
FRM_Resource_Allocation	-.122	.124	-.141	-.986	.326
FRM_Inadequate_Funding	.136	.105	.145	1.301	.195
FRM_Poor_Budget_Planning	-.263	.096	-.297	-2.753	.007
FRM_Corruption_Obstacle	.125	.121	.144	1.030	.305
FRM_Lack_of_Financial_Expertise	-.036	.112	-.041	-.319	.750

a. Dependent Variable: Performance\_of\_Government\_entities

**Table 4.14.** Descriptive Statistics- Effect of Leadership

	N	Minimum	Maximum	Mean	Std. Deviation
Leadership_Effective	154	1	5	3.51	1.259
Leadership_Inspires_Dedication	154	1	5	3.65	1.213
Leadership_Encourages_Innovation	154	1	5	3.66	1.069
Leadership_Communication_Strategies	154	1	5	3.42	1.230
Leadership_Stronger_Ethical_Guidelines	154	1	5	3.41	1.158
Leadership_Decision_Making	154	1	5	3.44	1.072
Leadership_Training_Effectiveness	154	1	5	3.61	1.201
Valid N (listwise)	154				

Source: Compiled by author (2024)

#### 4.7.1. Hypothesis Testing for Leadership Effect on Government Entity Performance

The regression model summary provides several key metrics that help in understanding the relationship between leadership variables and the performance of Government entities. The R value of 0.807 indicates a strong positive correlation between the independent leadership variables (such as leadership training effectiveness, communication strategies, and ethical guidelines) and the dependent variable (performance of Government entities). This suggests that as the quality of leadership improves, the performance of Government entities is likely to improve as well.

##### Model Summary

The model summary shows a strong relationship between leadership quality and the performance of Government entities, with an R Square value of 0.652, indicating that 65.2% of the variability in performance can be explained by the leadership variables in the model. The Adjusted R Square value of 0.635 suggests that the model remains robust despite the number of predictors used. The standard error of 0.641 indicates that the predicted values are closely aligned with the actual data, enhancing the model's reliability. See table 4.15 below:

##### ANOVA (Analysis of Variance)

The ANOVA results demonstrate that the regression model is statistically significant in explaining the variation in

Government entity performance based on leadership variables. The model has a sum of squares of 112.234, indicating the variability explained by the leadership factors, compared to a residual sum of squares of 59.980, which represents unexplained variability. See table 4.16 below:

The F-value of 39.028 and the significance level of 0.000 confirm that the model is highly significant, with a very low probability that the observed relationship is due to chance. This supports the conclusion that leadership practices, such as training effectiveness and communication strategies, significantly influence Government performance.

##### Coefficients

The coefficients table provides detailed insights into the effect of various leadership variables on the performance of Government entities. The dependent variable in this analysis is the performance of Government entities, and the table lists the unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) for each independent variable.

The results from the regression analysis show that several leadership factors significantly influence Government entity performance. Leadership that inspires dedication (B = 0.239, Sig. = 0.001), effective communication strategies (B = 0.178, Sig. = 0.012), and leadership training effectiveness (B = 0.573, Sig. = 0.000) are positively associated with improved performance. Conversely, leadership decision-making effectiveness (B = -0.246, Sig. = 0.010) has a significant negative effect on performance.

Other factors, such as leadership effectiveness ( $B = 0.028$ ,  $\text{Sig.} = 0.750$ ), leadership encouraging innovation ( $B = -0.035$ ,  $\text{Sig.} = 0.626$ ), and stronger ethical guidelines ( $B = 0.140$ ,  $\text{Sig.} = 0.084$ ), are either not statistically significant or have a weak effect. Standardized coefficients show that leadership training effectiveness has the most substantial positive effect ( $\text{Beta} = 0.648$ ), followed by leadership that inspires dedication ( $\text{Beta} = 0.231$ ) and communication strategies ( $\text{Beta} = 0.182$ ). These findings emphasize the importance of specific leadership attributes in enhancing Government performance. See table 4.17 below:

### Hypothesis Interpretation

The regression analysis supports the alternative hypothesis (HA04), indicating that leadership significantly effects Government entity performance, particularly through inspiring dedication, effective communication, and training ( $p < 0.05$ ). The overall model's statistical significance ( $p < 0.05$ ) confirms that at least one leadership factor influences performance, leading to the rejection of the null hypothesis (H04). These results suggest that targeted leadership improvements could enhance the success of donor-driven strategies in Government entities.

### 4.8. Interviews with Key Leaders from the Departments on Leadership

Leadership plays a critical role in shaping the effectiveness and performance of Government entities. In order to gain deeper insights into the effect of leadership on decision-making, resource management, and service delivery within the Ministry of Community Development and Social Services (MCDSS), interviews were conducted with key informants from various departments. These responses provide first-hand perspectives on how different leadership styles influence operations, policy implementation, and overall institutional efficiency.

The following sections present verbatim responses from eight top officials, representing departments such as Human Resources and Administration, Finance, Internal Audit, Planning, Policy and Information, Registrar for NGOs, ICT, Social Welfare, and Community Development. Their insights address two key research questions: (1) how leadership influences decision-making and performance in Government entities, and (2) which leadership styles have positively or negatively affected institutional effectiveness.

**Table 4.15.** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 <sup>a</sup>	.652	.635	.641

a. Predictors: (Constant), Leadership\_Training\_Effectiveness, Leadership\_Encourages\_Innovation, Leadership\_Communication\_Strategies, Leadership\_Inspires\_Dedication, Leadership\_Stronger\_Ethical\_Guidelines, Leadership\_Decision\_Making, Leadership\_Effective

**Table 4.16.** ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	112.234	7	16.033	39.028	.000 <sup>b</sup>
1 Residual	59.980	146	.411		
Total	172.214	153			

a. Dependent Variable: performance\_of\_govt\_entities

b. Predictors: (Constant), Leadership\_Training\_Effectiveness, Leadership\_Encourages\_Innovation, Leadership\_Communication\_Strategies, Leadership\_Inspires\_Dedication, Leadership\_Stronger\_Ethical\_Guidelines, Leadership\_Decision\_Making, Leadership\_Effective

**Table 4.17.** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.593	.305		1.946	.054
Leadership_Effective	.028	.089	.034	.320	.750
Leadership_Inspires_Dedication	.239	.074	.231	3.236	.001
Leadership_Encourages_Innovation	-.035	.071	-.028	-.488	.626
Leadership_Communication_Strategies	.178	.070	.182	2.549	.012
Leadership_Stronger_Ethical_Guidelines	.140	.081	.131	1.737	.084
Leadership_Decision_Making	-.246	.094	-.245	-2.621	.010
Leadership_Training_Effectiveness	.573	.092	.648	6.198	.000

a. Dependent Variable: performance\_of\_govt\_entities

#### 4.8.1. Demographic Data

In the demographic data analysis, eight key informants were selected for interviews to address the study's specific objective of making recommendations to improve Government entity performance. The key informants, labelled as Persons 1 to 8, were top leaders representing different departments within the Ministry of Community Development and Social Services (MCDSS).

- Person 1: A male with 5 years of experience, serving as a Director in Human Resources and Administration.
- Person 2: A male with 13 years of experience, holding a Director position in Finance.
- Person 3: A male with 15 years of experience, working as a Director in Internal Audit.
- Person 4: A female with 7 years of experience, serving as a Director in Planning, Policy, and Information.
- Person 5: A female with 12 years of experience, holding the position of Registrar for NGOs.
- Person 6: A male with 9 years of experience, serving as a Director in ICT.
- Person 7: A female with 10 years of experience, working as a Director in Social Welfare.
- Person 8: A male with 11 years of experience, serving as a Director in Community Development.

This diverse group of senior officials provided valuable insights into the Ministry's operations, offering perspectives on leadership effectiveness, resource management, and policy implementation based on their extensive experience in their respective fields.

#### 4.8.2. Influence of Leadership on Decision-Making and Performance

##### Interview Question 1:

"In your experience, how does leadership influence decision-making and overall performance in Government entities?"

Human Resources and Administration Director: "Leadership is everything in our department. When leaders are proactive and supportive, employees feel valued and work harder. But if leaders are disconnected or autocratic, morale drops, and productivity suffers. We see this play out in how policies are implemented good leadership ensures things move smoothly, while poor leadership results in unnecessary delays and staff frustration."

Finance Director: "In finance, leadership directly affects how resources are managed. A strong leader ensures accountability, follows up on spending, and makes sure funds are used efficiently. Without that, financial mismanagement becomes a problem, and service delivery suffers. I've seen leaders who take financial discipline seriously make a significant difference in how effectively we operate."

Internal Audit Director: "Good leadership promotes a culture of compliance and accountability. If leaders emphasize ethical practices and internal controls, employees are more

likely to follow suit. But if leadership is weak or indifferent, people cut corners, and the risks of financial mismanagement and fraud increase. Leadership sets the standard for how things are done."

Planning, Policy, and Information Director: "Leadership is crucial in policy implementation. A strong, visionary leader ensures that policies are aligned with national goals and are executed effectively. Poor leadership leads to misalignment, policy gaps, and lack of coordination. I've seen instances where good policies fail simply because leadership didn't provide the necessary guidance and support."

Registrar for NGOs: "The effectiveness of NGO regulation depends largely on leadership. A competent leader ensures that registration and oversight processes are efficient, fair, and transparent. However, when leadership is inconsistent or bureaucratic, delays happen, and NGOs struggle to operate. Leadership directly effects how smoothly our regulatory processes function."

ICT Director: "Strong leadership drives digital transformation. When leaders prioritize ICT, invest in technology, and push for digital reforms, service delivery improves significantly. But if leadership doesn't see ICT as a priority, systems remain outdated, and inefficiencies persist. We need leaders who understand the importance of technology in modern governance."

Social Welfare Director: "In social welfare, leadership determines how well we respond to community needs. Leaders who engage with the people and understand grassroots challenges make better decisions. When leadership is disconnected, policies fail to address the real issues affecting vulnerable populations. Effective leadership means being in touch with the communities we serve."

Community Development Director: "Leadership makes or breaks community development efforts. When leaders are engaged and willing to work with local communities, projects succeed. But when leaders adopt a top-down approach without consulting the people, projects often fail or do not have the intended effect. Community engagement should always be at the centre of leadership."

#### Thematic Analysis

##### Theme 1: Employee Motivation and Productivity

Several informants highlighted that leadership directly effects employee motivation and productivity. The Human Resources and Administration Director emphasized that proactive and supportive leadership fosters a sense of value among employees, resulting in higher productivity. Conversely, autocratic or disengaged leadership leads to frustration, reduced morale, and inefficiencies in policy implementation.

##### Theme 2: Financial Accountability and Resource Management

Leadership plays a crucial role in ensuring financial discipline and accountability. The Finance Director noted that strong leadership prevents financial mismanagement by enforcing accountability and efficient resource utilization.

Similarly, the Internal Audit Director pointed out that ethical leadership fosters a culture of compliance, reducing risks related to financial fraud and negligence. Weak leadership, on the other hand, creates loopholes for mismanagement and corruption.

#### Theme 3: Policy Implementation and Strategic Alignment

Effective leadership is essential for the successful implementation of policies. The Planning, Policy, and Information Director emphasized that visionary leaders ensure policies align with national goals and are executed efficiently. Poor leadership, however, leads to misalignment, policy gaps, and coordination failures. The Registrar for NGOs echoed this concern, noting that bureaucratic or inconsistent leadership results in delays and inefficiencies in regulatory processes.

#### Theme 4: Technological Advancement and Digital Transformation

The ICT Director stressed that leadership significantly influences digital transformation within Government entities. Leaders who prioritize ICT investments and digital reforms improve service delivery, whereas those who neglect technological advancement contribute to inefficiencies and outdated systems.

#### Theme 5: Community Engagement and Social Effect

Leadership effectiveness extends to social service delivery and community engagement. The Social Welfare Director and Community Development Director both highlighted that leaders who actively engage with communities and understand grassroots challenges make better decisions. However, a top-down leadership approach, where community input is ignored, often leads to failed or ineffective projects that do not address the real needs of the people.

The thematic analysis reveals that leadership significantly influences various aspects of Government performance, including employee motivation, financial accountability, policy execution, digital transformation, and community engagement. Strong, visionary, and ethical leadership enhances efficiency and service delivery, while weak or bureaucratic leadership results in inefficiencies, poor policy implementation, and financial mismanagement.

#### 4.8.3. Effect of Leadership Styles on Government Effectiveness

##### Interview Question 2:

"Can you describe any specific leadership styles or approaches that have either positively or negatively affected the effectiveness of Government institutions?"

Human Resources and Administration Director: "Transformational leadership has had the biggest positive effect in our department. Leaders who focus on employee motivation, training, and empowerment create a workforce that is engaged and productive. On the negative side, autocratic leadership, where decisions are made without employee input, creates resentment and reduces efficiency."

Finance Director: "Authoritative leadership works well in finance when applied correctly it ensures discipline and accountability. However, when it's too rigid, it slows down decision-making and creates unnecessary bureaucracy. Leaders need to strike a balance between control and flexibility."

Internal Audit Director: "Servant leadership has been effective in promoting transparency and ethical behaviour. Leaders who lead by example and prioritize service over power create an environment where accountability thrives. On the other hand, weak leadership that avoids tough decisions creates loopholes for corruption."

Planning, Policy, and Information Director: "Collaborative leadership has been very effective in policy formulation and implementation. When leaders engage stakeholders and encourage teamwork, policies are more comprehensive and effectual. However, indecisive leadership, where leaders avoid making firm decisions, results in delays and inefficiencies."

Registrar for NGOs: "Transactional leadership is useful in regulatory environments where compliance is critical. However, when leaders focus only on rules and procedures without flexibility, it can hinder innovation and create unnecessary roadblocks for NGOs trying to operate effectively."

ICT Director: "Adaptive leadership is crucial in the ICT sector. Leaders who embrace technological advancements and drive digital reforms improve Government efficiency. However, when leaders resist change and prefer outdated methods, progress is slow, and inefficiencies persist."

Social Welfare Director: "Empathetic leadership is essential in social welfare. Leaders who genuinely care about the people we serve ensure that programs address real needs. However, when leaders lack empathy and focus only on administrative procedures, social welfare programs lose their effectiveness."

Community Development Director: "Decentralized leadership, where power is shared with local offices, has been very effective in community development. It allows for tailored interventions that address specific community needs. However, excessive centralization, where all decisions are made at the top without consulting local offices, leads to inefficiencies and projects that don't reflect community priorities."

#### Thematic Analysis

##### Theme 1: Transformational Leadership and Employee Engagement

Transformational leadership emerged as a key driver of employee motivation and productivity. The Human Resources and Administration Director highlighted that leaders who invest in training, empowerment, and motivation create a highly engaged workforce. However, the absence of participatory decision-making under autocratic leadership fosters resentment and inefficiency.

##### Theme 2. Authoritative Leadership and Financial Discipline

The Finance Director emphasized that authoritative leadership, when applied effectively, ensures discipline and accountability in financial management. However, excessive rigidity can hinder decision-making, create unnecessary bureaucracy, and slow down essential processes. A balance between control and flexibility is necessary for financial effectiveness.

#### Theme 3. Servant Leadership and Ethical Governance

Ethical governance thrives under servant leadership, as noted by the Internal Audit Director. Leaders who prioritize service over power cultivate a transparent and accountable work culture. Conversely, weak leadership that avoids tough decisions creates an environment where corruption can flourish due to a lack of firm oversight.

#### Theme 4. Collaborative Leadership and Policy Effectiveness

The Planning, Policy, and Information Director pointed out that collaborative leadership enhances policy effectiveness by encouraging stakeholder engagement and teamwork. This approach ensures that policies are comprehensive and well-implemented. However, indecisive leadership leads to delays and inefficiencies, weakening policy execution.

#### Theme 5. Transactional Leadership and Regulatory Compliance

The Registrar for NGOs noted that transactional leadership plays a crucial role in enforcing regulatory compliance. While structured rule enforcement maintains order, an overemphasis on rigid procedures can stifle innovation and create unnecessary obstacles for NGOs, limiting their effectiveness.

#### Theme 6. Adaptive Leadership and Digital Transformation

The ICT Director stressed that adaptive leadership is critical in driving technological reforms and digital transformation. Leaders who embrace change and invest in ICT solutions improve efficiency. In contrast, resistance to innovation and reliance on outdated systems hinder progress and perpetuate inefficiencies.

#### Theme 7. Empathetic Leadership and Social Welfare Programs

Empathetic leadership, as highlighted by the Social Welfare Director, is essential for delivering effective social programs. Leaders who genuinely understand community needs ensure that welfare initiatives are effectual. However, when leaders prioritize administrative formalities over social effect, programs become ineffective and disconnected from real challenges.

#### Theme 8. Decentralized Leadership and Community Development

The Community Development Director emphasized that decentralized leadership enhances Government responsiveness by allowing local offices to tailor interventions to specific community needs. However, excessive centralization, where decision-making is concentrated at the top, leads to inefficiencies and projects that fail to address grassroots

concerns.

The analysis reveals that leadership styles significantly influence the effectiveness of Government institutions. Transformational, servant, collaborative, adaptive, empathetic, and decentralized leadership approaches enhance efficiency, accountability, and responsiveness. However, excessive rigidity in authoritative and transactional leadership, as well as autocratic, indecisive, or overly centralized leadership, can hinder institutional effectiveness. Achieving a balance between structure and flexibility is crucial for optimizing Government performance.

### 4.9. Chapter Summary

Chapter Four presents the findings and analysis of the study on the effect of donor-driven capacity-building strategies on Government entity performance. The chapter begins with a discussion of the response rate (100%), followed by a detailed breakdown of the demographic characteristics of the 154 respondents, including gender, age, position, and years of experience. The findings reveal that donor-driven capacity-building strategies have a mixed effect on Government performance, with moderate perceptions overall but stronger agreement on performance enhancement and tangible improvements. Regression analysis shows a strong positive correlation between these strategies and Government performance, with specific factors like "Donor Strategies No Improvement" showing significant positive effects, while others, such as "Donor Strategies Tangible Improvements," had negative effects. Additionally, the analysis confirms that HRM, financial resource management, and leadership all significantly influence Government performance, with each factor having varying degrees of effect.

The chapter also presents specific objectives, with HRM found to significantly affect productivity and satisfaction, despite challenges like resistance to change. Financial resource management revealed that poor budget planning negatively affects performance, highlighting the need for stronger budget planning processes. Leadership is identified as a critical factor in enhancing performance, particularly through effective training, communication, and inspiring dedication, though decision-making effectiveness had a negative influence. Interviews with senior officials provide further insights, emphasizing that strong leadership improves employee motivation, financial accountability, and service delivery, while weak leadership leads to inefficiencies.

## 5. Discussion of Findings

### 5.1. Overview

This chapter discusses the findings of the study on the Ministry of Community Development and Social Services (MCDSS) regarding the effect of donor-driven capacity building strategies, human resource management (HRM), financial resource management (FRM), and leadership on Government entities' performance. The study challenges

hypotheses and presents nuanced perspectives. The analysis reveals a significant effect of donor-driven strategies, HRM, FRM, and leadership on various facets of the Ministry's performance. Recommendations include tailored interventions for capacity building, strategic HRM practices, improved FRM, leadership development, enhanced communication, and technology integration. The findings align with existing literature, offering valuable insights for policymakers, organizational leaders, and development practitioners aiming to improve Government entity performance.

## **5.2. Major Objective: Effect of Donor-Driven Capacity Building Strategies**

The findings regarding the effect of donor-driven capacity building strategies on the Ministry's performance reveal a nuanced perspective among respondents. The average perception, as indicated by the mean score of 2.80, suggests a moderate overall effect. However, the variability in opinions, reflected in the standard deviation of 1.397, underscores the diversity of views among participants. This diversity is further highlighted when considering specific aspects of these strategies.

Respondents seem more aligned in their belief that these strategies significantly enhance the Ministry's performance (Mean = 3.23). Nevertheless, variations in responses persist, as evidenced by the standard deviation of 1.286. The data presents a mixed perception, with some acknowledging tangible improvements in service delivery (Mean = 3.27), while others express reservations about notable enhancements in the Ministry's overall functioning (Mean = 3.16).

The literature on HRM emphasizes its positive influence on organizational performance, with studies citing a direct effect on employee skills, motivation, job design, and work structures. The alignment between the findings on donor-driven capacity building and HRM is evident in both cases, where the effectiveness of strategies and practices contributes to improved operating performance. Both the study and the literature stress the multifaceted nature of these effects, recognizing the diverse dimensions that contribute to organizational success. The literature emphasizes the importance of transparent and accountable financial resource management for effective state functioning, service delivery, and economic growth.

### ***Comparisons with Literature Review***

In the domain of donor-driven capacity building, this study aligns with [1], underscoring the pivotal role of such strategies in development cooperation for enhancing abilities and development performance. It echoes the emphasis on capacity, encompassing elements like skills, attitudes, values, and relationships. The findings, where 44.8% affirm the positive effect of these strategies, resonate with the broader understanding that capacity development is indispensable for sustainability and enduring effects [1]. However, the scepticism expressed by 48.7% aligns with [3] caution, suggesting that such strategies, intended to bolster local ownership, may stretch and compromise limited capacity.

This study contributes depth to the literature by delving into how policy shapes donor-driven capacity strategies, an aspect less explored in international development literature [3]. It enriches the discourse on sustainability factors, such as policy, capacity, and infrastructure, by assessing their effect on organizational performance. The nuanced perspectives among respondents underscore the complexity of evaluating the effectiveness of donor-driven strategies, adding a valuable layer to existing literature that often presents mixed views [2]. In the realm of organizational performance literature, the study aligns with [28] in defining performance as the achievement of quantified objectives. The findings, supported by statistical evidence from One-Sample Tests, strengthen the argument that donor-driven capacity building strategies indeed wield a significant effect on various aspects of the Ministry's performance. This aligns with the broader understanding that successful organizational performance involves reaching goals and optimizing results [28].

The study's findings on the effect of donor-driven capacity building strategies align with existing empirical literature, recognizing the multifaceted nature of organizational performance outcomes. The nuanced perspectives presented in the study contribute valuable insights to the broader discourse on the effectiveness of capacity-building initiatives in Government entities.

## **5.3. Specific Objective 1: Effect of Human Resource Management on performance**

The analysis of the effect of Human Resource Management (HRM) on the performance of the Ministry of Community Development and Social Services (MCDSS) reveals nuanced perspectives among respondents. While there is a general agreement on the positive influence of HRM on employee satisfaction and productivity, diverse views emerge concerning the effectiveness of HRM training programs, budget allocation challenges, and the availability of skilled personnel. These findings emphasize the need for targeted interventions based on the varied perspectives among respondents.

The regression analysis aimed to assess the relationship between HRM factors and their effect on the positive perception of donor strategies on Government entities. The model summary indicates that HRM factors collectively explain a substantial portion of the variance in the positive effect of donor strategies (R Square = 0.634), suggesting that 63.4% of the variability can be attributed to the HRM factors included in the model. The ANOVA results further confirm the statistical significance of the regression model ( $p < 0.05$ ), indicating a strong association between HRM factors and the positive perception of donor strategies.

Examining the coefficients table, HRM factors such as Satisfaction Improvement and Resistance to Change show statistically significant coefficients, indicating a negative effect on the positive perception of donor strategies. The standardized coefficients (Beta) emphasize the relative strength and direction of each predictor's effect, with HRM\_



Satisfaction\_Improvement and HRM\_Resistance\_to\_Change being the most influential.

#### **Comparisons with Literature Review**

The study underscores the significant effect of Human Resource Management (HRM) on organizational performance, aligning with prior research. [33] Broader exploration of HRM's positive influence on organizational results resonates with the current study, which focuses specifically on Government entities. [30] emphasized the role of HRM practices in increasing organizational commitment, a concept supported by the positive perceptions of HRM training programs, employee satisfaction, and productivity in the present study, albeit within the distinct context of public entities. [36] Examination of HRM's effect on employee and organizational capability contributes depth, with the current study incorporating a comprehensive range of HRM dimensions. [32] Findings on HR practices in Tanzanian public institutions align with the positive relationship identified in the current study, which uniquely targets Government entities. [35] Exploration of HR practices in FELCRA Berhad supports the positive relationship between HR practices and job satisfaction, with the focus on employee engagement and internal motivation providing a useful comparative framework for understanding similar dynamics within Government institutions.

The study's findings on the effect of HRM on the positive perception of donor-driven capacity building strategies align with existing empirical literature, emphasizing the need for a nuanced understanding of HRM practices. The study contributes by shedding light on diverse views among respondents, providing valuable insights for targeted interventions and addressing gaps in the literature related to specific HRM dimensions.

#### **5.4. Specific Objective 2: Effect of Financial Resource Management on Performance**

The analysis of the effect of Financial Resource Management (FRM) on the Ministry of Community Development and Social Services (MCDSS) reveals nuanced perceptions among respondents. While respondents generally perceived the effectiveness of financial resource management, service quality improvement, and resource allocation moderately, challenges such as inadequate funding, poor budget planning, corruption, and a lack of financial expertise were identified. These findings offer valuable insights into how financial management practices influence the overall performance of the Ministry.

The regression analysis aimed to evaluate the hypothesis regarding the effect of FRM on the positive perception of donor strategies on Government entities. The model summary indicates that the predictors collectively explain a substantial portion of the variance in the positive effect of donor strategies ( $R^2 = 0.689$ ), with poor budget planning being a significant negative predictor.

The ANOVA results confirm the statistical significance of the regression model, suggesting a strong association

between FRM factors and the positive perception of donor strategies. The F-statistic of 46.114 further strengthens the evidence for a robust relationship.

Examining the coefficients table, the predictor FRM\_Poor\_Budget\_Planning shows a statistically significant coefficient (-0.263), indicating a negative effect on the positive perception of donor strategies. Other predictors, such as FRM\_Effective, FRM\_Service\_Quality\_Improvement, FRM\_Resource\_Allocation, FRM\_Inadequate\_Funding, FRM\_Corruption\_Obstacle, and FRM\_Lack\_of\_Financial\_Expertise, did not show significant effects.

#### **Comparisons with Literature Review**

The examination of Financial Resource Management (FRM) practices in the public sector, as explored in this study, aligns with existing literature across various organizational contexts. [11] Emphasizes the necessity of a robust public financial management system, which correlates with the current study's diverse perspectives on FRM effectiveness within the Ministry. Similarly, [40] explored non-profit organizations, while [22] focused on financial resource management in SMEs and entrepreneurship, both highlighting the critical role of prudent financial practices in organizational success, a concept that resonates with the focus on a public entity in this study. [43] Found a link between financial management practices and performance in public organizations, further supporting the investigation into the effect of FRM on the Ministry's performance. Additionally, [44] examined the relationship between public financial management practices and financial performance in Kenya, while [45] studied budgetary control in Tanzanian public institutions. These studies collectively reinforce the importance of effective financial resource management in enhancing organizational performance within the public sector. The evidence from the regression analysis supports the alternative hypothesis (HA03) that financial resource management has an effect on the positive perception of donor strategies on Government entity performance. Poor budget planning within financial resource management appears to be a significant factor negatively influencing the positive effect of donor strategies. Addressing issues related to budget planning is crucial for improving the effectiveness of donor-driven capacity building strategies within the Ministry.

#### **5.5. Specific Objective 3: Effect of Leadership on Performance**

The study delved into the effect of leadership on the performance of the Ministry of Community Development and Social Services (MCDSS). Respondents' insights on various dimensions of leadership revealed moderate perceptions of leadership effectiveness within the Ministry. While leadership was seen as inspiring dedication, encouraging innovation, and positively effecting performance through improved communication, there was variability in opinions. The study also identified that stronger ethical guidelines, improved decision-making processes, and effective leadership training

programs were believed to enhance the Ministry's performance.

The regression analysis aimed to assess the hypothesis regarding the effect of leadership on the positive perception of donor strategies on Government entities. The model summary indicated that the variability in the positive effect of donor strategies on Government entities could be attributed to the included leadership factors. The ANOVA results confirmed the statistical significance of the regression model, suggesting a strong association.

However, the coefficients analysis revealed some intriguing findings. Leadership effectiveness, encouragement of innovation, and adherence to stronger ethical guidelines all showed statistically significant negative effects on the positive perception of donor strategies. Specifically, as the effectiveness of leadership increases, the positive effect of donor strategies decreases.

While HRM focuses on human capital, the findings on leadership effectiveness align with HRM literature, emphasizing the importance of effective management practices for organizational success. Both HRM and leadership contribute to overall organizational performance. Effective financial resource management is often considered a form of leadership. The study's findings add depth to the understanding of leadership's effect on donor-driven capacity building by revealing nuanced dimensions, such as ethical guidelines and decision-making processes.

#### 5.5.1. Interviews on Leadership

The findings highlight the profound effect of leadership on decision-making and overall performance in Government entities, with strong leadership linked to higher employee motivation, financial accountability, and policy effectiveness. Interviewees consistently emphasized that proactive, supportive, and ethical leadership leads to better resource management, increased productivity, and smoother policy implementation. In contrast, disengaged, autocratic, or weak leadership breeds inefficiency, frustration, and potential financial mismanagement. Furthermore, leadership's role in community engagement and social welfare was particularly notable, with leaders who understood grassroots challenges driving more effectual service delivery.

The thematic analysis of leadership styles further underscores how different approaches influence institutional effectiveness. Transformational leadership emerged as a key factor in fostering employee engagement and motivation, while authoritative leadership was critical for maintaining financial discipline. However, excessive rigidity in authoritative styles can slow decision-making, highlighting the need for balance. Servant leadership, which prioritizes service over power, was linked to a culture of ethical governance, reducing corruption risks, while collaborative leadership in policy formulation ensured comprehensive and effective policies through stakeholder engagement.

However, certain leadership styles, such as indecisive, autocratic, or excessively centralized approaches, were found to negatively affect performance. Transactional leadership,

though effective in enforcing compliance, risked stifling innovation, while decentralized leadership enhanced community development efforts by tailoring interventions to local needs. Adaptive leadership in the ICT sector facilitated digital transformation, showing how flexibility and openness to change are essential for modernizing Government operations. Ultimately, the findings suggest that effective leadership requires a careful balance of structure, flexibility, and empathy to optimize Government performance and service delivery.

#### *Comparisons with Literature Review*

The comparison with existing literature reveals a consistent alignment between the study's findings and established insights into leadership within the public sector. Drawing from the [52] acknowledgment of leadership's integral role in good public governance, the study reinforces the significance of leadership in Government entities and its effect on overall organizational performance. Correspondingly, [53] identification of leadership style directly affecting organizational performance finds support in the current study, emphasizing a statistically significant effect of leadership across various dimensions within the Ministry. The exploration of different leadership styles echoes [54] research, highlighting the positive influence of democratic, transformational, bureaucratic, and autocratic leadership on organizational performance. Building upon [55] study on leadership styles and organizational commitment, the current research expands its focus to encompass financial management and HRM in its analysis.

#### **5.6. Chapter Summary**

Chapter Five discusses the findings of the study on the Ministry of Community Development and Social Services (MCDSS), focusing on how donor-driven capacity building strategies, human resource management (HRM), financial resource management (FRM), and leadership effect the Ministry's performance. It reveals a moderate but significant influence of donor-driven strategies, HRM, FRM, and leadership on the Ministry's operations. The study identifies varying perspectives among respondents, highlighting the need for tailored interventions, improved communication, and enhanced leadership development. These findings are aligned with existing literature and offer insights for policymakers and organizational leaders.

The study also explores the specific effects of HRM, FRM, and leadership on performance. HRM was found to have a significant positive influence on employee satisfaction and productivity, although challenges such as resistance to change were noted. In terms of FRM, issues like poor budget planning and inadequate funding were identified as major barriers to improving performance. Leadership was found to have a mixed effect, with leadership effectiveness being linked to both positive and negative perceptions of donor-driven strategies. The study underscores the importance of ethical, supportive, and adaptable leadership, aligning with literature that emphasizes the central role of leadership in public sector performance.

## 6. Conclusions and Recommendations

### 6.1. Overview

This study set out to explore and analyse the effect of donor-driven capacity building strategies, human resource management (HRM), financial resource management (FRM), and leadership on the performance of the Ministry of Community Development and Social Services. The findings, as discussed in Chapter 5, have provided valuable insights into these dimensions, contributing to the broader understanding of effective strategies for enhancing organizational performance in Government entities.

### 6.2. Conclusions

In conclusion, this study provides valuable insights into the effect of donor-driven capacity building strategies, HRM, FRM, and leadership on the performance of the Ministry of Community Development and Social Services.

**Effect of Donor-Driven Capacity Building Strategies:** The study's primary aim was to assess the effect of donor-driven capacity building strategies on the performance of Government entities, specifically the Ministry of Community Development and Social Services (MCDSS). The findings indicate that these strategies have had a mixed reception. While a significant number of respondents acknowledged their positive influence on the Ministry's performance, a notable portion of respondents expressed scepticism, particularly regarding the sustainability and long-term effectiveness of these strategies. Hypothesis testing, however, provided strong evidence to reject the null hypothesis, confirming that donor-driven capacity building strategies do have a statistically significant effect on the MCDSS's performance across multiple dimensions. This underscores the importance of donor interventions in improving organizational efficiency, despite the mixed opinions.

**Effect of Human Resource Management (HRM):** The first specific objective of this study examined the influence of Human Resource Management (HRM) practices on the Ministry's performance. The findings revealed a wide range of perspectives regarding HRM, including training programs, employee satisfaction, and productivity, budget allocation for HR activities, skill development, and change management. Despite the variety of opinions, the rejection of the null hypothesis confirmed that HRM plays a pivotal role in enhancing the Ministry's performance. Effective HRM practices, such as employee training, skill development, and change management, significantly contribute to creating a positive work environment, which in turn boosts overall organizational performance. Therefore, HRM is an essential component in fostering a workforce capable of effectively executing the Ministry's objectives.

**Effect of Financial Resource Management (FRM):** The second specific objective explored the effect of Financial Resource Management (FRM) practices on the Ministry's performance. Similar to HRM, there were divergent views on the effectiveness of FRM practices, particularly in terms

of service quality, resource allocation, funding adequacy, budget planning, corruption mitigation, and financial expertise. However, the robust statistical analysis rejected the null hypothesis, affirming that FRM has a significant and positive effect on the Ministry's performance. The findings suggest that effective FRM practices, such as proper budget planning, adequate resource allocation, and corruption mitigation, are crucial in ensuring the Ministry has the financial stability and resources required to achieve its goals. Therefore, FRM is fundamental to the Ministry's operational success.

**Effect of Leadership:** The third specific objective focused on examining the role of leadership in influencing the performance of MCDSS. Respondents generally expressed positive views about leadership within the Ministry, highlighting factors such as guidance, inspiration, innovation, communication, ethical standards, and decision-making processes. The rejection of the null hypothesis further emphasized the significant role leadership plays in shaping the Ministry's performance. Effective leadership not only provides direction but also motivates and inspires employees, fosters innovation, and ensures that ethical standards are upheld, which collectively enhance the Ministry's ability to achieve its objectives. Therefore, leadership is a critical determinant of the Ministry's success and its ability to adapt to challenges.

This study contributes to the existing body of knowledge in several ways. Firstly, it provides nuanced insights into the effect of donor-driven capacity building strategies, HRM, FRM, and leadership on Government entity performance. By recognizing the diverse perspectives among respondents, the study acknowledges the multifaceted nature of these organizational dimensions.

Secondly, the regression analyses conducted for each objective strengthen the empirical foundation by quantifying the effect of various factors. The findings align with existing literature, emphasizing the multifaceted nature of these dimensions and shedding light on specific aspects influencing the positive perception of donor strategies.

Thirdly, the study's comprehensive set of recommendations offers practical insights for policymakers and stakeholders. The tailored interventions cover various facets, recognizing the need for a balanced and multifaceted approach to enhance Government entity performance.

### 6.3. Implications for Practice

The study's findings have practical implications for practitioners and policymakers involved in organizational management within Government entities. The recognition of nuanced perceptions calls for interventions that are tailored to specific organizational contexts. Policymakers should consider the multifaceted nature of capacity building, HRM, FRM, and leadership when formulating strategies.

The negative effect of poor budget planning on the positive perception of donor strategies emphasizes the need for meticulous financial management. Policymakers should address issues related to budget planning to optimize the

effectiveness of donor-driven capacity building initiatives.

The identification of specific leadership dimensions negatively effecting donor strategies provides actionable insights. Policymakers and organizational leaders should focus on refining leadership effectiveness, encouraging innovation, and strengthening ethical guidelines to positively influence capacity building outcomes.

#### 6.4. Recommendations for Future Research

This study opens avenues for future research to delve deeper into specific aspects identified in the findings. Further exploration of the intricacies within HRM, FRM, and leadership dimensions can enhance our understanding of their nuanced effects on organizational performance. Longitudinal studies can provide insights into the evolution of perceptions and the effectiveness of interventions over time.

Comparative studies across different Government entities or sectors can offer insights into the generalizability of findings. Additionally, exploring the effect of external contextual factors on the effectiveness of capacity building strategies can contribute to a more comprehensive understanding.

#### 6.5. Recommendations to the Ministry

Based on the study's findings, the following recommendations are proposed to enhance the performance of the Ministry of Community Development and Social Services:

*Tailored Capacity Building Programs:* Develop and implement capacity building strategies that are customized to meet the specific needs of the Ministry, ensuring that donor-driven initiatives align with internal goals and challenges.

*Strengthen HRM Practices:* Enhance human resource management by focusing on continuous staff development, employee satisfaction, productivity, and effective training programs that contribute to skill development and overall performance.

*Improve Financial Resource Management:* Strengthen financial resource management practices by ensuring proper budget planning, transparent financial accountability, and regular auditing to reduce financial mismanagement and improve donor strategy implementation.

*Leadership Development:* Focus on improving leadership capabilities within the Ministry by fostering innovation, enhancing ethical guidelines, and ensuring that leadership practices support and align with donor-driven strategies for capacity building.

*Foster Innovation and Ethical Leadership:* Encourage innovation within the Ministry's leadership to drive organizational change and strengthen adherence to ethical standards that align with donor expectations and goals.

*Enhance Communication Strategies:* Strengthen internal and external communication to ensure that all stakeholders are aligned with the Ministry's objectives and donor-driven

initiatives, fostering collaboration and improving overall performance.

*Technology Integration:* Invest in technology and data-driven solutions to improve efficiency in operations, enhance service delivery, and support the Ministry's long-term strategic goals.

#### 6.6. Limitations of the Study

Despite the study's rigorous approach, several limitations were encountered during the research process. One of the key limitations was the difficulty in accessing relevant respondents due to their busy schedules, particularly among senior officials in the Ministry. This challenge was mitigated by scheduling flexible interview sessions, sending follow-up reminders, and utilizing online survey tools to accommodate respondents' availability.

Additionally, the study relied on self-reported data from surveys and interviews, which posed a risk of response bias. Some respondents may have provided socially desirable answers rather than objective reflections. To minimize this bias, anonymity and confidentiality were assured to encourage honest responses, and triangulation was employed by comparing survey results with secondary data sources. Another limitation was the reluctance of some participants to disclose sensitive or critical information, especially concerning internal processes and challenges. To address this, ethical considerations were emphasized, and participants were reassured that the study was for academic purposes only, with no personal or institutional repercussions.

The study also faced logistical constraints in data collection, particularly in reaching respondents in remote locations. To overcome this, digital communication methods such as email and virtual interviews were used, ensuring that geographical barriers did not significantly affect data collection.

Lastly, the study primarily focused on internal factors within the Ministry, limiting the exploration of external influences such as political and economic changes. While this focus allowed for an in-depth analysis of institutional dynamics, future studies could incorporate external variables for a more holistic assessment of performance and effectiveness in Government entities.

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## Appendix 1: Questionnaire for Employees at MCDSS

### Dear Participants,

I am Lucy M. Nambela, a Master of Business Administration (Management Strategy) student at the University of Zambia, Graduate School of Business. As part of my research study investigating 'The Effect of Donor-Driven Capacity Building Strategies on Performance of Government Entities – Case of Ministry of Community Development and Social Services,' I kindly request your participation in this questionnaire.

Your valuable insights will contribute significantly to understanding the dynamics and effectiveness of capacity building strategies within the Ministry and their influence on overall performance. Your responses will be treated with utmost confidentiality and used exclusively for academic research purposes.

Please provide your input based on your experiences and perspectives regarding the Ministry's operations and management strategies. Your participation is voluntary, and there are no right or wrong answers. Your honest opinions will greatly assist in this academic endeavor.

Your cooperation in completing this questionnaire is immensely appreciated. Thank you for your time and valuable contribution.

Sincerely,

Lucy M. Nambela Student

### SECTION A: DEMOGRAPHIC DATA OF RESPONDENTS

Please provide demographic information to assist in understanding various perspectives contributing to the research. Kindly tick the options that best describe your profile. Your responses will remain confidential and will solely contribute to statistical analysis.

#### 1. What is your Gender?

- a. Male
- b. Female

#### 2. What is your Age?

- a. Under 25
- b. 25-35
- c. 36-45
- d. 46-55
- e. Over 55

#### 3. What is your Position/Role within the Ministry:

- a. Administrative
- b. Operational
- c. Management
- d. Other (please specify)

#### 4. What are your years of experience in the Ministry?

- a. Less than 1 year
- b. 1-5 years
- c. 6-10 years
- d. 11-15 years
- e. More than 15 years

### SECTION B: THE EFFECT OF DONOR-DRIVEN CAPACITY BUILDING STRATEGIES ON PERFORMANCE OF GOVERNMENT ENTITIES

Your input regarding the the effect of donor-driven capacity building strategies on performance of Government entities – case of Ministry of Community Development and Social Services.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i.	Donor-driven capacity building strategies have a minimal effect on improving the performance of Government entities.					
ii.	The strategies significantly enhance the performance of the Ministry of Community Development and Social Services.					
iii.	The Ministry's performance has not notably improved despite donor-driven capacity building efforts.					
iv.	The MCDSS has effectively utilized donor-driven capacity building initiatives to improve its performance.					
v.	The strategies have adequately addressed the challenges faced by the Ministry in terms of performance.					
vi.	The Ministry has witnessed tangible improvements in service delivery due to donor-driven capacity building strategies.					
vii.	Donor-driven capacity building strategies have positively affected the overall functioning of the MCDSS.					

### SECTION C: EFFECT OF HUMAN RESOURCE MANAGEMENT ON GOVERNMENT ENTITY PERFORMANCE

This section aims to comprehend your perceptions regarding the influence of Human Resource Management (HRM) on the Ministry's performance. Your insights will aid in identifying challenges and potential interventions for improvement.

	STATEMENT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i.	The Ministry's HRM training programs are very effective.					
ii	HRM significantly improves employee satisfaction in the Ministry.					
iii	HRM enhances productivity within the Ministry.					
iv	Inadequate budget allocation hinders effective HRM strategies.					
v	Lack of skilled HR personnel is a challenge for effective HRM.					
vi	Resistance to change hampers the implementation of effective HRM.					
vii	Insufficient training opportunities hinder HRM effectiveness.					

### SECTION D: EFFECT OF FINANCIAL RESOURCE MANAGEMENT ON GOVERNMENT ENTITY PERFORMANCE

Your input regarding the Financial Resource Management practices' effect on the Ministry's performance is invaluable. Please share your perspectives and suggestions for enhancing these practices within the Ministry.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i.	The Ministry's Financial Resource Management practices are highly effective.					
ii.	Financial Resource Management significantly improves service quality in the Ministry.					
iii.	Financial Resource Management enhances resource allocation within the Ministry.					
iv.	Inadequate funding is a major obstacle for efficient Financial Resource Management.					
v.	Poor budget planning hinders efficient Financial Resource Management.					
vi.	Corruption is a significant obstacle to effective Financial Resource Management.					
vii.	Lack of financial expertise hampers efficient Financial Resource Management.					

### SECTION E: EFFECT OF LEADERSHIP ON GOVERNMENT ENTITY PERFORMANCE

Your selection of appropriate responses on leadership's influence on organizational performance are essential. Your responses for refining leadership practices within the Ministry are highly appreciated.

	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
i.	The Ministry's leadership is highly effective in guiding the organization.					
ii.	Leadership significantly inspires greater dedication among staff.					
iii.	Leadership encourages innovation within the Ministry.					
iv.	Improved communication strategies positively affect the Ministry's performance.					
v.	Stronger ethical guidelines in leadership enhance the Ministry's performance.					
vi.	Improved decision-making processes positively effects the Ministry's performance.					
vii.	Leadership training programs enhance leadership effectiveness within the Ministry.					

**THANK YOU FOR PARTICIPATING IN THIS RESEARCH STUDY!**

## Appendix 2: Interview Guide for Key Informants

Greetings,

I am Lucy M. Nambela, a Master of Business Administration (Management Strategy) student at the University of Zambia, Graduate School of Business. As part of my academic pursuit, I am conducting a research study titled 'The Effect of Donor-Driven Capacity Building Strategies on Performance of Government Entities – Case of Ministry of Community Development and Social Services.' Your participation in this interview is greatly valued and will significantly contribute to the depth and quality of this research.

Your responses will help in understanding the intricate dynamics between capacity building strategies and the overall performance of the Ministry. All information shared during this interview will remain strictly confidential and will be used solely for academic purposes.

The interview is structured into various sections to dig into different aspects influencing the Ministry's performance. Your experiences, insights regarding the role of leadership in shaping the performance of Government entities.

Your valuable input will aid in identifying challenges, recognizing effective strategies, and proposing interventions to enhance the Ministry's performance. Your participation in this interview is entirely voluntary, and there are no right or wrong answers.

Your cooperation and thoughtful responses will be instrumental in shedding light on critical areas effecting the Ministry's operations. Your time and input are immensely appreciated.

Thank you for your willingness to contribute to this study.

Sincerely,

Lucy M. Nambela (Student)

ID: 282919/16/1

Phone Number: 0977819665

### SECTION A: DEMOGRAPHIC DATA OF RESPONDENTS

Could you specify your gender identity?

1. Please describe your role and responsibilities within the Ministry.

Answer:.....

2. How many years of experience do you have working within the Ministry?

Answer:.....

### SECTION B: The role of leadership in shaping the performance of Government entities.

1. In your experience, how does leadership influence decision-making and overall performance in Government entities?

Answer:.....

2. Can you describe any specific leadership styles or approaches that have either positively or negatively affected the effectiveness of Government institutions?

Answer:.....

**Thank you for participating in this research study!**

## Appendix 3: Literature Matrix

Table 2.1 below shows a simplified literature matrix to organize the studies from the literature review on Human Resource Management (HRM), Financial Resource Management, and Leadership:

**Table 2.1.** Literature matrix

Author(s)	Focus Area	Key Findings	Research Gap / Limitations
Opatha (2021)	HRM in organizational effectiveness	Emphasizes HRM as critical for organizational success	Lacks empirical evidence; general overview
Alzola & Rodríguez (2021)	HRM in public sector	Effective HRM practices are vital for public accountability and performance	Limited focus on direct outcomes or performance metrics
Mehmood et al. (2022)	HRM's effect on employee commitment and productivity	Positive link between open communication, job satisfaction, and productivity	Sample size limitations; lacks focus on mediating variables
Chileshe & Mooya (2018)	PFM reforms in Zambia	Legal reforms improve transparency, but internal control challenges remain	Limited to Zambian context; no comparative analysis
Kabwe & Chanda (2021)	Effectiveness of financial practices in Zambia	Identifies need for better fiscal planning and budgeting skills	Lacks in-depth analysis of specific practices
Zulu (2019)	Financial controls in Zambian Ministry of Health	Budgetary oversight improves health service delivery outcomes	Limited to one ministry; lacks cross-ministry comparison
Gilbert (2019)	Leadership in organizational success	Effective leaders motivate employees toward long-term goals	Lacks empirical examples or data
Akinniyi & Adebakin (2018)	Leadership in business stability	Links poor leadership to organizational failures in developing countries	Broad approach, not sector-specific
Capella (2018)	Leadership styles and commitment	Limited effect of leadership style on commitment as a performance mediator	Only considers three styles (democratic, laissez-faire, autocratic)

Source: Author (2024)

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