



# Impact of Human Resource Quality and Motivation on Service Delivery in Ghana's Local Government

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**Orientation:** The quality of service (QOS) delivery within Ghana's Local Government Service plays a crucial role in the country's socio-economic development.

**Research purpose:** This study investigates how human resource quality (HRQ) and employee public service (EPS) motivation affect the QOS delivery in Ghana's Local Government Service, to identify actionable insights to enhance efficiency and effectiveness in the sector.

**Motivation for the study:** Ghana's Local Government Service has faced challenges in delivering effective public services because of resource constraints and workforce-related issues.

**Research approach/design and method:** This study utilised a cross-sectional survey design, sampling 781 employees from the Local Government Service in Ghana. Data were analysed using descriptive and inferential statistics, including correlation and regression analyses, to assess the relationships among the variables.

**Main findings:** Human Resource Quality significantly predicts QOS ( $\beta = 0.6535, p < 0.001$ ), indicating the critical role of Human Resource (HR) quality in enhancing service delivery. However, EPS did not significantly predict QOS ( $\beta = 0.0234, p > 0.05$ ) and did not moderate the relationship between HRQ and QOS, suggesting that motivation alone does not substantially impact service quality perceptions in this setting.

**Practical/managerial implications:** Local Government Service should prioritise HR development through training and structured recruitment practices to improve service quality.

**Contribution/value-add:** This study demonstrated that HR quality is a valuable asset for service delivery. It offers a practical model for enhancing service delivery through a combined focus on skill acquisition and employee support.

**Keywords:** human resource quality; employee public service motivation; service delivery; local government service; Ghana.

## Introduction

Across many developing countries, concerns over the efficiency of local government service delivery remain a critical public concern. Reports such as the African Public Service Delivery Index (APSDI), the Mo Ibrahim Index of African Governance and World Bank public sector assessments emphasise that service delivery effectiveness is often undermined by weak accountability systems, skills shortages and poor human resource management (APSDI, 2023; Mo Ibrahim Foundation, 2024; World Bank, 2023). These challenges create inefficiencies that hinder economic development, delay essential services and reduce public trust in government institutions (Kulmie et al., 2024). The Mo Ibrahim Foundation (2024) highlights that African public service delivery is often characterised by poor workforce quality, low morale, and inadequate professional development opportunities, which directly affect the efficiency of governance structures.

In Ghana, these issues are particularly evident, as findings from Afadzina et al. (2024) and the Ministry of Local Government Decentralisation and Rural Development (2023) reveal persistent workforce competency issues, inadequate training, issues with coordination and lack of motivation among public sector employees. In the Afrobarometer survey (2019), many Ghanaians express dissatisfaction with local government services, citing poor responsiveness, bureaucratic inefficiencies and inadequate workforce skills as significant concerns. These reports suggest that despite ongoing reforms, fundamental workforce and motivation challenges continue to hinder the effectiveness of local governance in meeting public service demands.

Public services, like healthcare, sanitation and social welfare play a crucial role in a country's development (Konte & Vincent, 2021). The Local Government Service, according to Konte and Vincent (2021), has been mandated to ensure that basic services such as education, health, infrastructure, agriculture and sanitation are made available and close to every community. The efficiency of these services is highly dependent on the skills and motivation of employees (Ahmed et al., 2012). Recognising this, governments worldwide are focusing on improving their workforce to make public services more efficient and keep citizens satisfied (Engidaw, 2021). Moreover, empirical evidence including that of Papademetriou et al. (2022) shows that when public sector workers are well-trained and motivated, they provide better services. Nonetheless, when employees lack skills or motivation, it leads to delays, poor service and public frustration (Brefo-Manuh et al., 2016). Dick-Sagoe (2020) added that despite efforts to meet their objectives, issues relating to human resource quality (HRQ) and employee motivation limit their capabilities and mandates in the country.

Human resource quality, according to Darmawan et al. (2020), can be described as unique features humans possess to drive the performance of an organisation. These unique characteristics are cultural fits, skills, knowledge, work ethics, training and experience. Employee motivation, on the other hand, can be described as an energy and commitment that drives an individual to work (Kalogiannidis, 2021). Some motivations can be intrinsic and extrinsic (personal satisfaction, job security, promotion, bonus or being passionate about the job) (Kalogiannidis, 2021).

Ali and Anwar (2021) revealed that the relationship between HRQ and employee motivation is believed to significantly affect the effectiveness of service delivery. For instance, employees who are poorly motivated are likely to show poor dedication and commitment to their work, while unqualified and poorly trained personnel may encounter challenges meeting the standards of the Local Government Service.

This assertion was proven in the findings of studies conducted by Sibonde and Dassah (2021) and Mansaray (2019), who revealed that highly motivated employees can lead the organisation to success by achieving their desired results. However, findings from these studies cannot be generalised because they were obtained from different countries, such as Sierra Leone and South Africa. Given these concerns, the present study seeks to understand how HRQ and employee motivation impact service delivery at the Local Government Service in Ghana.

## Context of the problem statement

The purpose of the study is to investigate the effect of HRQ and employee motivation on service delivery among the Local Government Service institutions in Ghana. Despite ongoing reforms and decentralisation efforts, Ghana's Local Government Service continues to struggle with delivering

efficient public services. Afadzinu et al.'s (2024) study identifies several systemic challenges, including staff shortages, inadequate professional training and a mismatch between employee skills and job requirements, all of which significantly impact service delivery. Additionally, the Ministry of Local Government Decentralisation and Rural Development (2023) report highlights weak performance management systems, inadequate logistical support and inconsistent supervision as significant barriers to effective public service delivery at the district and municipal levels. These structural challenges have led to delays in public services, diminished trust in local governance, and a general decline in the quality of municipal services, such as sanitation, education and administrative support (Mahama et al., 2024). The United Nations Development Programme (UNDP 2023) report revealed that the lack of skilled personnel in revenue collection has resulted in poor local revenue mobilisation, limiting the financial capacity of assemblies to provide essential public services. These challenges not only undermine the efficiency of local government but also reduce citizen trust and dissatisfaction with public service delivery. Hence, it is crucial to explore whether HRQ and employee motivation can address these service bottlenecks and improve the efficiency and responsiveness of Ghana's Local Government Service. Therefore, addressing this concern, the study sought to explore the following research questions:

- *What is the effect of human resource quality on service delivery in the Local Government Service?*
- *What is the effect of employee motivation on service delivery in the Local Government Service?*
- *What is the moderating role of human resource quality on the relationship between employee motivation and service delivery in the Local Government Service?*

## Study significance and motivation

Carrying out this research is important as it explores the impact of employee skills and motivation on the quality of services (QOSs) provided by Ghana's Local Government Service. While existing studies have extensively explored the relationship between HRQ and service delivery, most have focused on broader contexts. For instance, Al-Refaei et al. (2021) and Hanafi and Ibrahim (2018) have demonstrated that employee competence significantly improves organisational performance, particularly in public sector institutions. However, there is limited empirical evidence specifically addressing this relationship within Ghana's Local Government system.

The study's findings indicate that HRQ has a significant impact on service delivery, underscoring the need for structured recruitment, skills development and staff retention strategies. Conversely, the study reveals that employee motivation alone does not have a statistically significant effect on service quality without enabling systems and support structures. These insights provide valuable recommendations for human resource management and policy reforms within Ghana's local government.

## Literature review

The effectiveness of Ghana's Local Government Service delivery is crucial for promoting both social and economic development. The interplay between HRQ and motivation influences their effectiveness. When HRQ is high in areas such as skills, experience and knowledge, service delivery becomes efficient. Also, when employees are motivated, they become committed to offering high-quality services. This section presents a review of related literature on HRQ and employee motivation regarding service delivery in Ghana's Local Government Service.

## Conceptual review

### Human resource quality

Human resource quality, according to Gulza (2018), is considered one of the determinants of organisational performance, especially in the public service sector. Gulza (2018) described HRQ as the level of skills, knowledge, competencies and abilities an individual possesses in a workplace. However, in this discussion, it entails more than this as it includes the quality of the HR professionals, the quality of the HR processes and the quality of the employees. Dzieńdziora and Smolarek (2019) stated that human resources are considered too high when individuals or the workforce have undergone formal education, acquired professional skills and experience through training, and are willing to apply these skills and knowledge effectively. In the local governance service, these abilities, skills, competence and experience are crucial, and it is believed to have a direct influence on service delivery (Bello & Mackson, 2022). Additionally, employees who are well-trained and with high qualifications understand the complexity associated with the public service requirements, hence ensuring an efficient use of resources and advocating for innovation to improve service delivery, and customer satisfaction, and restore trust within local governance (Bello & Mackson, 2022). This also led to improving the high-quality service needed by the public in Ghana.

### Employee motivation

According to Sibonde and Dassah (2021), employee motivation is also a key determinant that influences the effectiveness of service delivery. Employee motivation can be described as the drive that influences employees to be committed and enthusiastic to increase their efforts and contributions at the workplace. Sibonde and Dassah (2021) added that there are two types of motivation thus, intrinsic motivation which stems from internal factors like passion and personal fulfilment. Extrinsic motivation, on the other hand, consists of salary, job security and recognition. The main objective of the Local Government Service is to provide quality service to the public rather than making profits, making motivation one of the crucial drivers of performance (Mwangi, 2015). When employees are motivated, they are likely to go beyond their job description and bring to the table a creative and innovative approach to meeting the

objective of the organisation (Mwangi, 2015). Motivated employees are more engaged in their roles and responsibilities and contribute positively to the culture of the organisation (Nguyen, 2019).

## Theoretical context

### Resource-based view

Resource-Based View (RBV) theory was proposed by Jay Barney in 1991 to highlight the significance of utilising resources that are rare, inimitable, valuable and cannot be substituted. According to Sofoducho-Pelc and Sulich (2020), the use of these resources by organisations provides them with opportunities to gain a competitive advantage in the business environment. In this context, HRQ is considered an asset in the local governance service. This is because, in the Local Government Service, employees are required to have skills, knowledge and experience to deliver the quality services the public needs (Sofoducho-Pelc & Sulich, 2020). Therefore, Baia et al. (2020) added that only HRQ can be improved through intense training and development programmes, and adopt a strategic system for recruitment for the organisation to meet its capabilities to offer quality services.

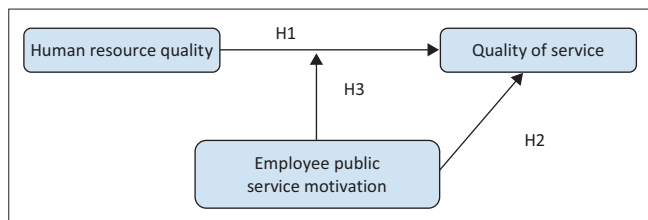
### Herzberg's two-factor theory

Herzberg's Two-Factor theory was proposed by Frederick Herzberg in 1959 to highlight two significant factors that influence employee motivation and satisfaction. According to Van Pham & Nguyen (2020), the two factors that influence employee motivation and satisfaction are hygiene and motivator factors. The hygiene factors consist of company policies, salary and working conditions while the motivator's factors are personal growth, recognition and achievement. According to Mehrad (2020), hygiene prevents dissatisfaction and does not increase motivation, but motivators increase an individual's satisfaction and motivation level. In this study, the combination of work conditions and opportunities for personal growth played a role in motivating employees to deliver high-quality services to the public.

## Conceptual framework

The conceptual framework can be described as an analytical tool used to establish the relationship that exists between the dependent, independent, as well as moderating variables (Larsen & Adu, 2021). In this context, the independent variables are HRQ and employee motivation; the dependent variable is service delivery, while the moderating variable is employee motivation. The framework further used the RBV theory and Herzberg's Two-Factor Theory to explain the relationship between the variables.

As shown in Figure 1, the study conceptualises human resources quality as an independent variable that has a direct influence on the QOS delivery. In the same way, employee public service (EPS) motivation moderates the relationship between HRQ and QOS. The QOS is the dependent variable,



**FIGURE 1:** The effect of human resource quality and employee motivation on service delivery in Ghana's Local Government Service.

which is expected to either change or not based on the strength and direction of the independent and moderating variables. This was demonstrated by the RBV theory, which states that HRQ, which is an internal resource, plays an important role in helping organisations gain a competitive edge in their industrial sectors. Leveraging resources that are rare, valuable, inimitable and non-substitutable enhances organisational performance. In the context of local governance services, employee motivation and HRQ can be seen as a vital resource that can improve service delivery.

### Research aim and hypothesis development

This study investigates the impact of HRQ and employee motivation on service delivery within Ghana's Local Government Service. Drawing from the RBV and Herzberg's Two-Factor Theory, the following hypotheses were formulated to guide the empirical analysis.

### Research hypothesis

**Hypothesis 1:** There is a statistically significant relationship between human resource quality and service delivery in Ghana's Local Government Service.

**Hypothesis 2:** There is a statistically significant relationship between employee public service motivation and service delivery in Ghana's Local Government Service.

**Hypothesis 3:** Human resource quality moderates the relationship between employee motivation and service delivery in Ghana's Local Government Service.

### Human resource quality and service delivery

This study investigates the effect of HRQ and employee motivation on service delivery within Ghana's Local Government Service. Given the increasing demand for efficient public services, it is essential to examine how the competence, skills and motivation of employees contribute to the QOSs delivered to the public. By doing so, the study seeks to provide empirical evidence on the extent to which HRQ and motivation impact service efficiency. Human resource quality is an important element whose leverage can help improve the performance of an organisation and service delivery. Human resource quality entails the skills, knowledge, competencies and abilities of employees. In the context of local governance services, it is believed that employees who possess a high human resource capacity stand the chance of delivering efficient and effective services to the public. Human resource capacity can be rare and valuable when it gives an organisation an advantage over its

rivals. For instance, a well-trained employee is better equipped to handle complex issues and tasks to improve the delivery of quality service. This assertion is evident in the findings of studies conducted by Soegoto (2017) and Al-Refaei et al. (2021) who revealed that there is a positive relationship between HRQ (training and development) of employees and quality service delivery. In other words, a well-trained employee provides a higher service to meet the expectations of the public. Additionally, Hanafi and Ibrahim (2018) also revealed that employees' competence and skills had a positive effect on service performance. In addition, Hanafi's (2019) study on HRQ and service delivery quality revealed that employee competence contributed to higher service performance. The hypothesis can be linked to Herzberg's Two-Factor Theory, which connotes that an attempt to improve HRQ, can help address the motivators and hygiene factors, leading to a better outcome in the service delivery. In addition, Kurniawan et al. (2022) examined the effect of HRQ (competence and work commitment) on employee performance and found that competence affected employee performance, while work commitment moderated the effect of competence on performance. Resulting in the formulation of the following hypothesis:

**Hypothesis 1:** There is a statistically significant relationship between human resource quality and service delivery in Ghana's Local Government Service.

### Employee public service motivation and quality service delivery

Employee public service motivation can be both an intrinsic and extrinsic motivation that pushes individuals to render services to the public. This is to say that when EPS motivation is high, it increases their desire to contribute their quota toward the betterment of society. This intrinsic motivation is in line with Herzberg's Two-Factor Theory. This form of motivation triggers a higher level of commitment from employees to provide quality service delivery. Motivated employees are likely to go the extra mile to ensure that their services meet the expectations of the public. These employees are likely to execute their roles and responsibilities effectively to improve their service delivery. This is in line with the RBV theory, which states that motivating employees is an intangible resource that can cause an improvement in the performance of an organisation. This hypothesis emerged from findings of studies carried out by Awoke (2020) who revealed that motivation (pay and benefits, work environment, and corporate culture and management systems) had a positive influence on the QOS delivered to customers, which increased satisfaction. Soegoto (2017) also examined the influence of motivation on quality service delivery in decentralised Indonesia. The study revealed that motivation positively and significantly influenced quality service delivery in a decentralised Indonesia. However, Adanse et al. (2018), who also examined the relationship between employee motivation and service delivery, found that inadequate remuneration led to diminished job interest, low morale and reduced productivity. In addition,

Yudiatmaja (2020) also assessed the relationship between public service motivation and service quality in the local government and found that public service motivation positively influenced service quality delivery, but it was mediated by user orientation. Again, Engidaw (2021) also investigated the effect of EPS motivation on service delivery in the public sector and found that there was a strong relationship between the intrinsic and extrinsic motivations that influenced employee engagement in the public sector.

In line with the second research objective, this section examines the relationship between EPS motivation and quality service delivery in the Local Government Service. The following hypothesis is formulated to test this relationship:

**Hypothesis 2:** There is a statistically significant relationship between employee public service motivation and quality of service delivery in the Local Government Service.

### **The moderating effect of human resource quality on the relationship between employee motivation and quality of service delivery**

In this study, HRQ acts as the moderating variable as it is perceived to have the potential strength to influence the relationship between employee motivation and quality delivery services in the local governance service. As justified by the RBV theory, the interplay between intrinsic motivation and HRQ can have a significant effect on service delivery. In certain situations, when employees are highly motivated and possess the right skills, knowledge and competencies, their abilities to provide quality services are improved. This is to say that when motivation among employees is increased, in the absence of HRQ, service quality delivery will be reduced. This was evident in the finding of a study conducted by Sasongko (2018) who revealed that employee motivation was a predictor of service quality performance, and moderated the relationship between HRQ and service quality performance. Similarly, Tsvangirai and Chinyamurindi (2019) also assessed the moderating effect of employee motivation on employee engagement and workplace surveillance among employees and found that employee motivation partially moderates the relationship between employee engagement and workplace surveillance among employees. Furthermore, Khuong et al. (2020) also assessed the mediating role of HRQ on the relationship between employee motivation and loyalty and found that HRQ mediated the relationship between employee motivation and loyalty. The study further explained that qualities such as working environment, working condition, team spirit and career development motivated employees, which significantly increased their loyalty towards the services of the organisation. Widiastuti et al. (2020) also investigated the moderating role of motivation and competence on the service delivery of employees and found that motivation and competence simultaneously had a significant effect on the service delivery of employees. The study further discovered that a sense of security, physiological needs, social, appreciation and self-actualisation served as an indicator of

motivation, while skills, knowledge and competence served as indicators of competence, and these had a significant effect on the service delivery of employees. Again, Mahmood et al. (2018) assessed the mediating role of HRQ on the relationship between motivation and service delivery in Malaysia and found that employee competence partially mediated the relationship between training functions and the performance of employees. Finally, Kurniawan et al. (2022) examined the moderating role of HRQ (competence and work commitment) on the relationship between motivation and employee performance. The study discovered that work commitment moderated the effect of motivation on the performance of employees.

In line with research objective 3, that is, investigating the moderating role of HRQ on the relationship between employee motivation and QSD. The following hypothesis was formulated to test this relationship:

**Hypothesis 3:** Human resource quality moderates the relationship between employee motivation and quality service delivery in the Local Government Service.

## **Research design**

### **Research method**

The study adopted an explanatory and descriptive research design for the data collection and analysis. The reason is to have a deeper understanding of the relationship between the variables. In addition to these designs, a cross-sectional survey approach was used to allow data on the effect of employee motivation and HRQ on service delivery within the Local Government Service to be collected at a single point in time. The study adopted these designs because they helped quantify the impact of HRQ and employee motivation on service quality, making it easy to generalise the findings.

### **Population and sampling technique**

The target population included approximately 6000 employees across selected local government institutions in the Greater Accra, Eastern, Volta and Oti regions. To ensure a fair and unbiased selection of respondents, the study employed a simple random sampling technique to select respondents from different departments and job levels in the local government services. The simple random sampling technique is a technique where a fixed number of units are randomly picked from a larger population (Rahman et al., 2022). Adopting this technique helped the study capture a diverse response on HRQ, employee motivation and service delivery. To determine the sample size, the study applied Yamane's (1967) formula, which is commonly used to estimate representative samples in social research. Thus, a minimum sample of 375 respondents was required for statistical representativeness. However, to enhance the reliability and improve the representativeness of the findings, the study oversampled to 781 respondents (Table 1). This approach ensured fairness in selecting participants and included a wide range of opinions on employee skills, motivation and service delivery.

**TABLE 1:** Distribution of employees and sample selection across selected local governments.

Region	Number of LGs considered	Managerial personnel sample	Administrative staff sample	Frontline service providers' sample	Total employees sampled
Greater Accra	10	50	120	150	320
Volta	8	40	100	130	270
Oti	5	20	50	60	130
Eastern	7	30	80	100	210
<b>Total</b>	<b>30</b>	<b>140</b>	<b>350</b>	<b>440</b>	<b>781</b>

LGs, Local governments.

## Data collection tool

A structured questionnaire was designed to collect data from the selected respondents. A questionnaire has four sections: Section A focuses on the demographic profile of respondents, Section B deals with employee motivation, Section C deals with HRQ and section D deals with service delivery quality. The study adopts a questionnaire to enable large-scale data collection in less time from respondents about the effect of HRQ and employee motivation on quality service delivery. In addition, it reduces the chances of interviewer influence and allows people to answer honestly in an organised way.

Likewise, different statistical methods, including simple summaries (descriptive analysis), tests to check relationships between factors (correlation tests) and a deeper analysis to see how one factor affects another (regression analysis), were used in this investigation. Undoubtedly, these methods help to understand the link between employee skills, motivation and service quality. In simple terms, it ensures that the results are accurate and useful for improving Local Government Service operations.

## Procedure for data collection

Permission letters were issued to the Local Government Service to authorise data collection within selected departments. An estimated period of 21 days, from 02 September 2024 to 22 September 2024 was used for the data collection.

## Data analysis

Data collected were coded and keyed into the SmartPLS 3.3.3 software for further processing. The processed data were analysed using both descriptive statistics (frequency and percentages) to summarise the demographic profile of respondents and inferential statistics (correlation and multiple linear regression analysis) to test the study's hypotheses. Each hypothesis was tested using multiple linear regression analysis. Model 1 tested the direct effects of HRQ and Employee Public Service Motivation (EPS) on service delivery, while Model 2 included the interaction term (HRQ × EPS) to assess the moderating effect of HRQ on the relationship between employee motivation and service delivery. The significance of the regression coefficients was evaluated at a threshold of  $p < 0.05$ .

Specifically, the first hypothesis tested whether HRQ had a significant impact on service delivery in the Local

Government Service. The second hypothesis assessed the effect of employee motivation on service delivery. The third hypothesis explored whether HRQ moderated the relationship between employee motivation and service delivery. The regression models accounted for demographic control variables, including age and gender, to ensure the validity of the findings. The results were presented in a table format to align with the study's research objectives. The econometric equation below captured the hypothesis developed and the control variables (Equation 1):

$$\text{Service Delivery} = \beta_0 + \beta_1 (\text{HRQ}) + \beta_2 (\text{EPS}) + \beta_3 (\text{HRQ} \times \text{EPS}) + \beta_4 (\text{Control Variables}) + \epsilon \quad [\text{Eqn 1}]$$

where:

Service Delivery represents the dependent variable.

$\beta_0$  represents the intercept.

$\beta_1$  and  $\beta_2, \beta_3$  represent the coefficient for the direct effects of HRQ and employee motivation, as well as the moderating effect of HRQ on the relationship between employee motivation and service delivery, respectively.

$\beta_4$  represents the coefficient for the demographic variables such as age and gender.

$\epsilon$  denotes the error term.

0 1 2 3 4 0 1 2 3 4

## Ethical considerations

Ethical clearance to conduct this study was obtained from the Central University of Technology, Free State, Faculty Research and Innovation Committee (No. FMSEC11222). Furthermore, the respondents were informed about the purpose and procedure of the research before being given the chance to participate. In other words, the participation of the respondents was voluntary, and each of the respondents had the chance to withdraw from the research procedure. Again, the respondents were assured of confidentiality and anonymity. This meant that the respondents' names were taken out from the questionnaire and also against the responses they provided. The information provided was stored in a safe place (a password-protected laptop) where only the supervisor and the researcher had access to it. Additionally, the data were retained for a period of two in compliance with ethical research guidelines. Likewise, after this period, all digital files were permanently deleted, and any printed documents were shredded to ensure complete disposal of the data.

## Results

### Demographic profile of respondents

The sample comprised a predominantly male (67.6%) and highly educated workforce, with 61.2% holding a

Master's degree. Most respondents were within the 31–50-year age range, indicating a workforce that is largely in its mid-career stage. The majority had significant work experience, with 43.8% having served between 8 years and 12 years and an additional 23.7% exceeding 12 years of tenure. In terms of organisational representation, municipal and district assemblies accounted for the largest proportion of respondents, reflecting their dominant presence within Ghana's Local Government Service. These demographic characteristics suggest a workforce with substantial experience and academic qualifications, which could have implications for service delivery efficiency and institutional stability (Table 2).

## Reliability and validity test

To make sure the questions and tools used in the study were accurate and reliable, tests were carried out. Here, reliability was checked to see if the responses were consistent over time using methods like Cronbach's alpha and composite reliability. Validity was tested to ensure the questions truly measured what they were supposed to, using techniques like convergent validity. Therefore, Table 3 presents the reliability and validity metrics for the constructs used in the study: Employee Public Service Motive (EPS), Human Resource Capacity (HRC) and Service Quality (QOS). Each construct demonstrates high internal consistency and adequate convergent validity, supporting the robustness of the measurement scales.

For the Employee Public Service Motive (EPS) construct, Cronbach's alpha is 0.929, indicating excellent internal consistency. The Composite Reliability (CR) values are similarly high, with rho\_a at 0.943 and rho\_c at 0.938, both

well above the acceptable threshold of 0.7. The Average Variance Extracted (AVE) for EPS is 0.603, surpassing the 0.5 benchmark and confirming that the majority of variance in the construct is explained by its indicators, thereby establishing strong convergent validity.

The Human Resource Capacity (HRC) construct also shows reliable measurement, with a Cronbach's alpha of 0.867, and CR values of rho\_a = 0.877 and rho\_c = 0.895, all of which confirm satisfactory internal consistency. The AVE for HRC is 0.515, indicating adequate convergent validity as more than half of the variance in HRC is accounted for by its indicators.

Similarly, the Service Quality (QOS) construct exhibits high reliability, with a Cronbach's alpha of 0.881, and CR values of rho\_a = 0.884 and rho\_c = 0.909, indicating strong internal consistency. The AVE for QOS is 0.590, demonstrating adequate convergent validity for the construct.

## Descriptive statistic

The descriptive statistics presented in this section summarise the central tendencies (mean), dispersion (standard deviation) and range (minimum and maximum values) of all the key study variables—Human Resource Capacity (HRC), Employee Public Service Motivation (EPS) and QOS. This analysis provides an overview of the participants' perceptions of each construct, offering foundational insights into the data distribution prior to hypothesis testing using inferential techniques such as correlation and regression analysis.

## Human resource capacity

After completing reliability and validity testing, eight validated and reliable items were used to measure Human Resource Capacity (HRC), as displayed in Table 4.

As shown in Table 4, the descriptive statistics for Human Resource Capacity (HRC) in Ghana's Local Government Service were evaluated through eight indicators, each capturing different aspects of HR practices, including employee rewards, training, skill development and safety programmes. The mean scores indicate varying levels of agreement or occurrence for each indicator.

The highest mean score is observed for 'In my organisation, the application of knowledge is stimulated among workers' (TAD2), with a mean of 3.55 (standard deviation [SD] = 0.97). This suggests a strong emphasis on encouraging employees

**TABLE 2:** Demographic profile of respondents ( $n = 78$ ).

Demographics	Frequency	%
<b>Type of Organisation</b>		
District Assembly	236	30.2
Metropolitan Assembly	24	3.1
Municipal Assembly	466	59.7
Office of the Head of the Local Government Service/Regional Coordinating Council	55	7.0
<b>Age (years)</b>		
20–30	91	11.7
31–40	291	37.3
41–50	375	48.0
51–60	24	3.1
<b>Educational level</b>		
Diploma Certification	28	3.6
First Degree	265	33.9
Master's Degree	478	61.2
PhD	10	1.3
<b>Gender</b>		
Female	253	32.4
Male	528	67.6
<b>Number of years working in the organisation</b>		
12 >	185	23.7
2–7	218	27.9
8–12	342	43.8
Less than a year	36	4.6

PhD, Doctor of Philosophy.

**TABLE 3:** Cronbach's Alpha, composite reliability and average variance extracted.

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Number of items
Employee Public Service Motive (EPS)	0.93	0.94	0.94	0.60	10
Human Resource Capacity (HRC)	0.87	0.88	0.89	0.51	8
Service Quality (QOS)	0.88	0.88	0.91	0.59	7

to apply acquired knowledge within their roles, reflecting a positive learning culture. Similarly, 'Learning is stimulated among workers' (TAD1) also scored relatively high with a mean of 3.48 (SD = 0.99), indicating a supportive environment for continuous learning and development.

The mean for 'Employees are equipped with the necessary skills to undertake the duties assigned to them' (WCA2) was 3.44 (SD = 1.05), implying that respondents generally perceive their organisations to be effective in providing employees with the necessary skills. Meanwhile, 'The organisation invests in the development and education that broadly promotes personal and professional growth' (TAD4) scored a mean of 3.16 (SD = 1.24), indicating moderate satisfaction with investment in broad employee development.

On the lower end, 'My organisation has programmes that help employees cope with incidents and prevent workplace accidents' (WOC2) received the lowest mean score of 2.78 (SD = 1.24), suggesting that safety programmes may be perceived as less effective or less prominent in the organisations surveyed. Similarly, 'My expectations are considered when designing a system of employee rewards' (CAR2) and 'My suggestions are considered when designing a system of employee rewards' (CAR3) scored relatively low, with means of 2.86 (SD = 1.29) and 2.87 (SD = 1.33), respectively, indicating that employee involvement in the design of reward systems could be improved.

The composite mean for Human Resource Capacity (HRC) is 3.16 (SD = 0.85), which reflects a moderate overall perception of HR capacity across the sample. These results suggest that while there is some support for learning and skill development within the organisations, there is room for improvement in areas such as safety programmes and incorporating employee feedback into reward system designs.

## Service quality

Following the reliability and validity assessment, seven validated and reliable items were utilised to measure QOS, as shown in Table 5.

As shown in Table 5, the Service Quality (QOS) construct is measured through seven indicators reflecting various dimensions of service quality within Ghana's Local

Government Service, including workplace safety, management's attention to employees, policy fulfilment, transparency and feedback provision. The mean scores suggest that respondents perceive certain areas of service quality more favourably than others.

The highest mean score was observed for 'The work environment is safe for employees' (ASS3), with a mean of 3.10 (SD = 1.10). This score reflects a moderately positive perception of workplace safety, suggesting that safety conditions are relatively satisfactory compared to other aspects of service quality. In contrast, indicators associated with management's attention and fairness toward employees received lower scores. Specifically, 'Management gives personal attention to employees' (EMP1) scored 2.33 (SD = 1.18), while both 'Management is willing to offer extra attention to employees with special cases' (EMP2) and 'Management treats employees fairly and without discriminating' (EMP3) scored similarly low, at 2.23 (SD = 1.16 and 1.17, respectively). These scores suggest that employees perceive a lack of personal engagement and fairness from management, highlighting areas in need of improvement.

Other indicators, such as 'Policies developed by management are fulfilled' (REL1) and 'Management provides constructive feedback to employees on their contributions' (RES2), had mean scores of 2.86 (SD = 1.15) and 2.39 (SD = 1.13), respectively. These findings indicate moderate perceptions of policy fulfilment and feedback provision but also imply room for enhancement. Furthermore, 'Management is transparent with employees' (REL4) scored 2.29 (SD = 1.14), reinforcing the perception that transparency is limited within the organisations.

The composite mean for Service Quality (QOS) is 2.63 (SD = 0.80), indicating an overall moderate but somewhat low perception of service quality. This composite score suggests that, on average, respondents view management's role in ensuring a supportive and fair work environment as moderately effective. However, areas such as transparency, fairness, personal attention and constructive feedback are viewed less positively, pointing to specific domains where organisational improvements could significantly enhance perceived service quality.

**TABLE 4:** Human resource capacity ( $N = 781$ ).

Code	Latent variables	Min	Max	Mean	SD
CAR2	My expectations are considered when designing a system of employee rewards	1	5	2.86	1.29
CAR3	My suggestions are considered when designing a system of employee rewards	1	5	2.87	1.33
RAS1	In my organisation, selection tests are organised by trained people	1	5	3.14	1.29
TAD1	In my organisation, learning is stimulated among workers	1	5	3.48	0.99
TAD2	In my organisation, the application of knowledge is stimulated among workers	1	5	3.55	0.97
TAD4	The organisation invests in the development and education that promotes personal and professional growth in a broad manner	1	5	3.16	1.24
WCA2	The employees are equipped with the necessary skills to undertake the duties assigned to them	1	5	3.44	1.05
WOC2	My organisation has programmes that help employees cope with incidents and prevent workplace accidents	1	5	2.78	1.24
-	HRC	1.00	5.00	3.16	0.85

HRC, human resource capacity; SD, standard deviation.

## Employee public service motivation

After completing the reliability and validity testing, 10 validated and reliable items were used to measure Employee Public Service Motivation (EPS), as presented in Table 6.

As shown in Table 6, Employee Public Service Motivation (EPS) within Ghana's Local Government Service is assessed through 10 indicators that capture employees' intrinsic and altruistic motivations to contribute to public service. The mean scores across the indicators suggest a high level of commitment and dedication to public service among respondents.

The highest mean scores are found in 'When I see people benefiting from the public programmes, I was involved in, it makes me happy' (APM2) and 'I get upset when I see people being treated unfairly' (COP2), both with a mean of 4.36 (SD = 0.83 and 0.84, respectively). These results reflect a strong emotional connection and sensitivity towards positive social impact and fairness, indicating that respondents are deeply engaged in the outcomes of their work and committed to ensuring equity.

Other indicators also scored high, including 'I consider public service as my civic duty' (APM3) and 'Meaningful public service makes me happy' (APM6), with mean scores of 4.34 (SD = 0.77 and 0.79, respectively). These scores highlight a strong sense of civic responsibility and personal satisfaction derived from meaningful public service contributions. Similarly, 'I am interested in helping to improve public service' (APM1) and 'Considering the welfare of others is important to me' (COP3) scored 4.33 (SD = 0.81 and 0.79, respectively), underscoring the

respondents' desire to enhance public service and prioritise the welfare of others.

The lowest mean score, though still relatively high, was found for 'Making a difference in society means more to me than personal achievements' (COP5), with a mean of 4.10 (SD = 0.91). This slightly lower score suggests that while respondents value societal impact, there may still be a degree of personal achievement that they find significant in their roles.

The composite mean for Employee Public Service Motivation (EPS) is 4.30 (SD = 0.64), reflecting an overall strong motivation for public service among the workforce. These findings indicate that respondents are highly motivated by intrinsic factors, such as civic duty and societal welfare, and derive personal fulfilment from making meaningful contributions to public service. This high level of motivation suggests a workforce that is well-aligned with the core values of public service, which can contribute positively to the QOS delivery.

## Correlation

As shown in Table 7, the correlation analysis presents the relationships among Age, Gender, Human Resource Capacity (HRC) and Employee Public Service Motivation (EPS). All correlation values are below 0.7, confirming an absence of multicollinearity among the variables, which supports their use as independent predictors in further analyses.

Age exhibits a weak but significant positive correlation with HRC ( $r = 0.220, p < 0.01$ ), suggesting that older respondents tend to perceive higher human resource capacity in their

**TABLE 5:** Service quality ( $N = 781$ ).

Code	Latent variables	Min	Max	Mean	SD
ASS3	The work environment is safe for employees	1	5	3.10	1.10
EMP1	Management gives personal attention to employees	1	5	2.33	1.18
EMP2	Management is willing to offer extra attention to employees with special cases	1	5	2.23	1.16
EMP3	Management treats employees fairly and without discriminating	1	5	2.23	1.17
REL1	Policies developed by management are fulfilled	1	5	2.86	1.15
REL4	Management is transparent with employees	1	5	2.29	1.14
RES2	Management provides constructive feedback to employees on their contributions	1	5	2.39	1.13
-	QOS	1.00	5.00	2.63	0.80

QOS, service quality; SD, standard deviation.

**TABLE 6:** Employee public service motivation ( $N = 781$ ).

Code	Latent variables	Min	Max	Mean	SD
APM1	I am interested in helping to improve public service	1	5	4.33	0.81
APM2	When I see people benefiting from the public programmes, I was involved in, it makes me happy	1	5	4.36	0.83
APM3	I consider public service as my civic duty	1	5	4.34	0.77
APM4	Sharing my views on public policies with others is attractive to me	1	5	4.28	0.81
APM5	Meaningful public service is important to me	1	5	4.33	0.76
APM6	Meaningful public service makes me happy	1	5	4.34	0.79
COP1	I find it difficult to contain my feelings when I see people in distress	1	5	4.24	0.88
COP2	I get upset when I see people being treated unfairly	1	5	4.36	0.84
COP3	Considering the welfare of others is important to me	1	5	4.33	0.79
COP5	Making a difference in society means more to me than personal achievements	1	5	4.10	0.91
-	EPS	1.00	5.00	4.30	0.64

EPS, employee public service; SD, standard deviation.

organisations. Age also shows a weak positive correlation with EPS ( $r = 0.212, p < 0.01$ ), indicating that as employees age, their motivation towards public service tends to increase slightly. This could reflect a greater alignment with public service values or deeper organisational commitment as employees gain experience.

Gender shows a moderate negative correlation with Age ( $r = -0.397, p < 0.01$ ), possibly indicating gender-specific age distributions in the sample. Additionally, there is a weak negative correlation between Gender and HRC ( $r = -0.288, p < 0.01$ ), suggesting some gender-related differences in perceptions of human resource capacity. Gender also has a weak negative correlation with EPS ( $r = -0.090, p < 0.05$ ), implying slight variations in public service motivation between genders.

The correlation between HRC and EPS is weak but statistically significant ( $r = 0.132, p < 0.01$ ), suggesting that improved perceptions of human resource capacity are modestly associated with higher public service motivation. This relationship highlights a potential link between effective HR practices and employees' motivation to contribute positively to public service.

## Regression analysis

The regression analysis results presented in Table 8 examine the predictors of QOS, with both control and main effect variables tested across two models. Model 1 includes control variables (Gender and Age) and the main effect of Human Resource Quality (HRC), while Model 2 incorporates Employee Public Service Motivation (EPS) and an interaction term (HRC  $\times$  EPS). Both models show acceptable VIF values for all predictors (below the common threshold of 5), indicating no concerns about multicollinearity.

In Model 1, Gender is a significant positive predictor of QOS,  $\beta = 0.160, t(780) = 2.82, p < 0.01$ , suggesting that gender differences influence perceptions of service quality. Age, however, shows a significant negative relationship with QOS,  $\beta = -0.298, t(780) = -8.39, p < 0.001$ , indicating that older employees tend to report lower perceptions of service quality. Human Resource Quality (HRQ) has a strong, positive effect on QOS,  $\beta = 0.518, t(780) = 17.60, p < 0.001$ , underscoring the importance of HR quality in enhancing service delivery perceptions within the organisation.

Model 2 introduces EPS and an interaction term (HRC  $\times$  EPS), yielding slightly improved goodness of fit ( $R^2 = 0.3142$ ,

**TABLE 7:** Correlation analysis.

Variables	1	2	3	4
1. Age	1	-	-	-
2. Gender	-0.40**	1	-	-
3. HRC	0.22**	-0.29**	1	-
4. EPS	0.21**	-0.09*	0.13**	1

HRC, human resource capacity; EPS, employee public service.

\*\* , Correlation is significant at the 0.01 level (2-tailed).

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

Adjusted  $R^2 = 0.2983$ ), though this increase is modest. The main effect of HRC remains strong and significant,  $\beta = 0.6535, t(775) = 3.61, p < 0.001$ , further confirming its substantial role in influencing service quality. EPS, however, does not significantly predict QOS,  $\beta = 0.0234, t(775) = 0.20, p > 0.05$ , suggesting that public service motivation alone may not directly affect service quality perceptions in this context. The interaction term (HRC  $\times$  EPS) is also non-significant,  $\beta = -0.0303, t(775) = -0.74, p > 0.05$ , indicating that the relationship between HRC and QOS does not vary significantly based on levels of EPS.

Overall, the findings from Model 2 indicate that while HRQ strongly predicts service quality, employee public service motivation and its interaction with HR quality do not have a significant effect on service quality perceptions. The adjusted R-square values of 0.309 and 0.2983 for Models 1 and 2, respectively, suggest that these models moderately explain the variance in QOS, with the effect of HR quality being particularly influential.

## Discussion

The results of this study provide important insights into the dynamics between human resource quality (HRC), employee motivation (EPS) and service quality (QOS) within Ghana's Local Government Service. This section interprets the findings of the existing literature, highlighting the theoretical and practical implications for human resource and management practices, particularly in the public sector context. Specifically, the results indicate that while human resource quality is a strong predictor of service quality, employee public service motivation does not independently influence service quality, nor does it significantly moderate the relationship between HRC and QOS.

## Human resource quality and service quality

The finding that human resource quality significantly predicts service quality ( $\beta = 0.6535, p < 0.001$ ) aligns with

**TABLE 8:** Regression analysis.

Predictors	Quality of Service (QOS)		VIF
	Model 1	Model 2	
<b>Controls</b>			
Gender	0.16 (2.82)**	0.15 (2.77)**	1.10
Age	-0.30 (-8.39)***	-0.29 (-8.01)***	1.11
<b>Main effects path</b>			
Human Resource Quality (HRC)	0.52 (17.60)***	0.65 (3.61)***	1.46
Employee Public Service (EPS)	-	0.02 (0.20)	1.01
<b>Interaction</b>			
HRC $\times$ EPS	-	-0.03 (-0.73)	-
<b>Goodness of Fit</b>			
R-square	0.31	0.31	-
Adjusted R-square	0.31	0.29	-
F-statistics	117.34	71.01	-
df	780	775	-

Note: Values in parentheses represent *t*-statistics.

VIF, Variance inflation factor; *df*, degree of freedom.

\*\* ,  $p < 0.01$ ; \*\*\* ,  $p < 0.001$ .

existing literature emphasising the critical role of HR quality in organisational performance, particularly in public service contexts (Bello & Mackson, 2022; Gulza, 2018). High-quality human resources, defined by their skills, experience and qualifications, are essential in effectively delivering services that meet public expectations. This result reinforces and extends the RBV theory, which positions HR quality as a unique and valuable resource that can lead to a sustained competitive advantage (Sołoducho-Pelc 2020). The research contributes to RBV by demonstrating that in the local government service context, HRC can provide the necessary capabilities to handle complex and multifaceted public needs efficiently. This, on the other hand, enhances the perceived QOSs provided. Also, it is necessary to clarify that it extends RBV's traditional focus on competitive advantage. This is performed by applying it directly to public sector efficiency and service delivery, an area that has received limited empirical attention.

Furthermore, the results support Herzberg's Two-Factor Theory, which explains that some factors, like hygiene and motivators, actually motivate employees to perform better. Put another way, it confirms the idea that when workers are well-prepared and supported, they are more dedicated to their jobs. Hence, it proves Herzberg's point that motivation leads to improved performance. This finding suggests that for Ghana's local government to improve service delivery, strategic investments in HR development are crucial. Training, professional development and continuous skill acquisition are all vital components of an effective HR system that fosters enhanced service delivery. As suggested by Baia et al. (2019), structured recruitment and HR capacity-building programmes can elevate employees' competencies, making them more capable of addressing the public's service demands. The findings, thus, underline the importance of developing HR policies and practices that not only attract but also continuously develop a capable and skilled workforce committed to public service excellence.

### Employee public service motivation and service quality

Contrary to expectations, employee public service motivation (EPS) does not significantly predict service quality ( $\beta = 0.0234$ ,  $p > 0.05$ ), suggesting that in this context, motivation alone may not translate directly into perceptions of higher service quality. This result contrasts with previous studies suggesting that motivated employees are more likely to exhibit behaviours aligned with high-quality service delivery (Mwangi, 2015; Sibonde & Dassah, 2021). One possible explanation for this finding lies in Herzberg's Two-Factor Theory, which suggests that motivators (e.g., recognition, growth opportunities) need to be complemented by hygiene factors (e.g., salary, job security) to foster true satisfaction and performance (Van Pham & Nguyen, 2020). In this case, while employees may be motivated, the absence of complementary structural support, resources or conducive working conditions could hinder their ability to positively impact service delivery.

Of particular concern, the findings confirm Herzberg's idea that employees need both motivators and hygiene factors to perform well. In this study, it is evident that while employees may be personally motivated, they struggle to provide quality services when they lack essential tools, fair pay or proper support. This suggests that Ghana's Local Government Service should not only encourage motivation but also improve working conditions and resources to achieve better service delivery. This finding has implications for HR and management practices in Ghana's local government. Though motivation remains essential, it is insufficient as a standalone factor to enhance service quality.

Policymakers should consider creating a work environment that combines intrinsic motivators, such as public service fulfilment, with extrinsic support systems, including adequate resources, recognition and job security. By addressing both motivators and hygiene factors, local governments can cultivate a more holistic and supportive environment that enables motivated employees to perform at their best, ultimately improving service delivery.

### Interaction between human resource quality and employee motivation

The non-significant interaction effect between HRC and EPS ( $\beta = -0.0303$ ,  $p > 0.05$ ) suggests that the relationship between human resource quality and service quality does not vary significantly based on levels of employee public service motivation. This finding implies that while HR quality is a substantial driver of service quality, motivation does not necessarily amplify this effect. This may indicate that the foundational skills, competencies and qualifications provided through HR quality are independently powerful in driving service quality, regardless of motivational levels. In other words, in Ghana's Local Government Service, a skilled and competent workforce can deliver high-quality service. Such is based on their expertise alone, which may somewhat mitigate the need for elevated motivation levels.

Moreover, it is important to note that this research improves the understanding of core theories about job performance and motivation. A good illustration is Herzberg's theory, which explains that motivators inspire employees, while hygiene factors prevent dissatisfaction. Put another way, both are needed for better job performance. Here, the findings suggest that HR quality (such as training and expertise) acts as a hygiene factor, setting a minimum standard for good service delivery. Nonetheless, there is no strong evidence that motivation (such as employees' passion for public service) significantly boosts the effect of HR quality. This is especially true in structured, rule-based government jobs, where motivation alone may not lead to better service if the system itself is inefficient.

The practical implication of this finding is that local government management should prioritise strengthening HR quality through recruitment, training and capacity-building efforts. However, this does not mean that motivation

should be overlooked; rather, it underscores that HR quality provides a baseline capability for high service quality, which should be reinforced with policies that foster a motivated workforce. Therefore, HR strategies that focus on both quality and motivation are likely to yield the most comprehensive improvements in service delivery.

### Theoretical contributions

This study contributes to the literature on public service motivation and HR quality by providing empirical evidence from the context of Ghana's Local Government Service. The findings support the RBV theory by showing that high-quality human resources, equipped with skills and competencies, are valuable assets that significantly enhance service delivery. This adds to existing knowledge by empirically validating RBV in a public sector setting, where the goal is service rather than profit, thus reinforcing the applicability of RBV beyond traditional corporate environments.

Additionally, the study provides nuanced insights into Herzberg's Two-Factor Theory. While employee motivation was expected to drive service quality, the non-significant effect of motivation suggests that the presence of hygiene factors, such as job support and resource adequacy, may also be necessary to fully realise the potential impact of motivation on service outcomes. This underscores Herzberg's assertion that motivators alone do not suffice; a stable foundation of organisational support is equally important. Future research could explore how combining motivators with effective HR quality measures might yield improved service delivery outcomes.

### Practical implications for local government management

The study offers several practical recommendations for improving service quality in Ghana's Local Government Service:

- **Prioritising Human Resource Quality Development:** Given the significant impact of HR quality on service quality, Local Government Service Agencies should invest in training and development programmes that enhance employees' skills and competencies. This could involve targeted training workshops, continuous learning opportunities and professional certifications that empower employees to meet the demands of public service efficiently.
- **Comprehensive HR Policies:** The Local Government Service should design HR policies that not only focus on skills development but also address work conditions, resources and other organisational and logistical supports. By ensuring that employees have the necessary tools and a conducive work environment, management can support a high baseline of service quality, even if motivational levels vary.
- **Structured Recruitment and Talent Retention:** Strategic recruitment practices that attract highly skilled

individuals should be prioritised. In tandem with retention strategies, such as competitive salaries and career development pathways, local governments can build a stable, competent workforce committed to delivering quality service over the long term.

- **Balanced Approach to Motivation:** While motivation alone may not directly impact service quality, integrating both intrinsic and extrinsic motivational strategies is still valuable. Managers should foster a work culture that recognises and rewards employees' efforts, offers job security and provides growth opportunities. Such a balanced approach aligns with Herzberg's Two-Factor Theory, ensuring that both motivators and hygiene factors are in place to support employee well-being and engagement.

### Implications for broader public sector applications

The findings from this study, though specific to Ghana's Local Government Service, have broader implications for public sector organisations facing similar challenges of resource limitations, service demands and workforce development. The results underscore the importance of a skilled and capable workforce in delivering high-quality services, a principle that can be applied across different levels of government and public service institutions. Public entities in other contexts may similarly benefit from prioritising HR quality development while also implementing motivational strategies that are balanced by adequate workplace support.

The study's insights also have relevance for sectors such as healthcare, education, agriculture and social services, where public service motivation and HR quality are critical to delivering essential services effectively. By adopting HR strategies that focus on both skill acquisition and motivational support, public organisations can improve service delivery outcomes and strengthen public trust.

### Limitations and directions for future research

While the study contributes valuable insights, there are some limitations. The cross-sectional design limits the ability to infer causality among the variables. Future research could adopt a longitudinal approach to examine how HR quality, motivation and service quality evolve. Additionally, the study was conducted in Ghana's Local Government Service, so further research across various public sectors and cultural contexts could provide a more comprehensive understanding of these dynamics.

Moreover, the non-significant role of EPS suggests that future studies should investigate potential moderating factors, such as job resources or organisational culture that may influence the relationship between employee motivation and service delivery outcomes. Qualitative studies could also offer deeper insights into the specific motivators that resonate with public service employees and how these impact service quality in practice.

## Conclusion

This study demonstrates the significant impact of human resource quality on service delivery in Ghana's Local Government Service, while highlighting that employee motivation alone may not directly enhance service quality. The absence of a significant interaction between HR quality and motivation suggests that skilled and capable employees contribute to high service quality independently of motivational factors. These findings underline the importance of developing HR quality while adopting supportive policies that foster employee motivation within a balanced work environment. By implementing these insights, Ghana's Local Government Service can enhance service quality and meet public expectations, contributing to effective and sustainable local governance.

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## Authors' contributions

C.D.X. contributed to conceptualisation, methodology, formal analysis, investigation and writing of original draft. M.N.N. contributed to visualisation, validation, data curation, writing-review and editing, and acted as supervisor.

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## Data availability

The data supporting the findings of this study are available from the corresponding author, M.N.N. upon reasonable request.

## Disclaimer

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