CHALLENGES OF IMPLEMENTING HUMAN RESOURCE STRATEGIES IN THE CIVIL SERVICE IN KENYA

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DECLARATION

This management project is my original work and has not been presented for a degree in any other University.

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ABSTRACT

HR strategy is concerned with contributions human resource strategies make to organizational effectiveness. HR Strategic practices enhance employee productivity. Integrating human resource practices into strategic planning process enables an organization to achieve its goals and objectives. To be successful, firms must closely align their human resource strategies and programs with environmental opportunities, business strategies and the organizations unique characteristics and distinctive competences. Human resource functions in the Kenyan Civil Service are concentrated in the Public Service Commission. As a central agency, it is imperative that the commission has a commanding knowledge of the strategy, execution plan and level of implementation for each ministry and State Department, and this is not realistic. The study sought to find out the challenges of implementing HR Strategies in the Civil Service in Kenya.The study was carried out using a descriptive cross sectional survey design. The target population for this study is five (6) of the eighteen (18) Ministries in the republic of Kenya. The study used primary data to be collected through questionnaires. The researcher used descriptive statistics to analyze the data. These included frequencies, percentages, means and standard deviation. Data was presented in form of tables and graphs. The study found out that the organizational culture of the ministries is based on seniority and not healthy for the implementation of HR strategies especially performance based systems; rigid organizational culture which has made implementation of strategy difficult; closed and has impacted negatively on the implementation of organizational strategies.The study also found out that financial/cost implications have an influence in the successful implementation of HR strategies in the organization. The study concluded that the ministries regard their human resource as a critical component for service delivery and they value the human resource. The study also concluded that the organizational culture of the ministries is based on seniority and not healthy for the implementation of HR strategies especially performance based systems and there is a rigid organizational culture in the ministries which has made implementation of strategy difficult. The study also recommends that the study recommends that before implementing the HR strategies, the HR department in the ministries should ensure that the strategies are well documented, evaluated for any issues and tested before they are implemented. The study further recommends that the top management should offer support and adequate resource allocation for the implementation of HR strategies.

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ABBREVIATIONS AND ACRONYMS

HR   -   Human Resource

HRM   -   Human Resource Management

PSC   -   Public Service Commission

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

According to Armstrong (2009) the overall process of Human Resource Management (HRM) is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it. Torrington et al. (2008) intimates that managing resourceful humans requires a constant balancing between meeting the human aspirations of the people and meeting the strategic and financial needs of business.

According to Armstrong (2009) Strategic HRM takes the notion of HRM as a strategic, integrated and coherent approach and develops that in line with the concept of strategic management. The fundamental aim of strategic HRM is to generate organizational capability by ensuring that the organization has skilled, engaged and committed and well-motivated employees it needs to achieve sustained competitive advantage. Strategic HRM is the interface between HRM and strategic management (Boxal, 1996). The concept of Strategic HRM arose from the perspective that human resources are a major source of competitive advantage for business. Given that, it was imperative that attention be paid to the nature of human resources and its management and how it would impact human behavior and performance; both at individual and organizational level (Torrington et al., 2008).

HR strategy is concerned with contributions human resource strategies make to organizational effectiveness. HR Strategic practices enhance employee productivity. Integrating human resource practices into strategic planning process enables an organization to achieve its goals and

objectives. To be successful, firms must closely align their human resource strategies and programs with environmental opportunities, business strategies and the organizations unique characteristics and distinctive competences (Gomez-Mejia et al., 2010). Strategic HRM means formulating and executing human resource strategies and practices that produce employee competencies and behaviors the organization needs to achieve its strategic aims.

The basic idea behind HR strategy is this: in formulating HRM policies and activities, the aim must be to produce employee skills and behaviors that the company needs to achieve its strategic goals. That is, management formulates a strategic plan and measurable strategic goals or aims. These plans and aims imply certain workforce requirements in terms of employee skills and behaviors required to achieve the firm's strategic aims. Given these workforce requirements, HRM formulates human resource strategies (policies and practices) to produce required workforce skills, competencies and behaviors (Dessler, 2013).Torrington et al. (2008) indicates that in the public sector, organizational effectiveness is primarily defined in terms of meeting a service need as cost efficiently as possible and to the highest achievable standard of quality. Meeting government- set targets is central to the operations of many public sector organizations. The HR function should play a significant role in helping to achieve organizational effectiveness.

Torrington et al. (2008) pointed out three theoretical approaches to strategic HRM. The first is founded on the concept that there is 'one best way' of managing human resources in order to improve business performance-the Universalist approach. The second focuses on the need to align employment policies and practice with the requirements of business strategy in order that the latter will be achieved and the business will be successful. This is based on the assumption that different types of human resource strategies will be suitable for different types of business strategies-fit or contingency theory. The third and more recent approach to strategic HRM is

derived is derived from the resource-based view of the firm, and the perceived value of human capital. It focuses on the quality of the human resources available to the organization and their ability to learn and adapt more quickly than their competitors. Although the resource based view originally came from economics, commentators such as Boxall have argued that it is particularly applicable in the case of human resources. The resources embodied in an organizations people are found in the form of skills, expertise and experience. Knowledge management can be viewed as a development of the resource-based view of the firm, but focused on the tacit knowledge (Price, 2011).

The current framework in management of human resources in the Civil Service in light of constitutional operatives has had adverse effect on efficiency and effectiveness of the service and ultimately affecting service delivery. To get a place of relevance, the Civil Service needs to strengthen its human resource capability so as to have people in place that can create value both presently and in future. There is need to formulate a new approach to HRM in the Civil Service. There is therefore an urgent need to evaluate, review and redesign the human resource function so that there is clarity in its strategic intent and shaping it into a 'fit for purpose' organization. The increasing complex issues and rising demands for quality public service that the government confronts on a daily basis requires a new approach to managing human resources (Public Service Commission, 2014).

1.1.1 Concept of strategy

An organization consists of people with formally assigned roles of work together to achieve organizational goals. HRM is the process of acquiring, training, appraising and compensating employees, and of attending to their labor relations health and safety and fairness concerns.

HRM is important because it helps avoid personnel mistakes (hiring wrong people, high turnover, commit unfair labor practices improve profits and performance (Dessler, 2013).

Strategic HRM involves formulating and executing HR policies and practices that produce the employee competencies and behaviors an organization needs to achieve strategic aims. Management formulates a strategic plan and measurable strategic goals or aims. These plans and aims imply contain workforce requirements, in terms of the employee skills and behaviors required to achieve the firm's strategic aims. Given these workforce requirements, HRM formulates HR strategies, policies and practices to produce the desired workforce skills, competencies and behaviors (Armstrong, 2009).

HR Strategy takes a long term perspective and is concerned with issues such as corporate culture and individual career development as well as the availability of people with the right skills. It incorporates redundancy and recruitment planning and is increasingly focused on decisions about maintaining the internal capability of an organizations workforce to perform specific functions (Price, 2011).HR Strategy is a concept that integrates traditional human resources principles and activities with the organizations overall strategic planning and implementation. HR Strategy integrates human resource considerations with other physical, financial and technological resources in setting of organizational goals and solving complex organizational problems. HR Strategy also emphasizes the implementation of a set of policies and practices that aim to develop a pool of employee competencies and capabilities that are relevant to organizational goals and objectives (Mutsuddi, 2012).

HR Strategy is an approach involving effective decision making with respect to successfully implementing the strategic objectives of an organization concerning their employment

relationship and human resource processes and systems involving recruitment, training and development, performance management, reward and employee relations management. The key characteristic of strategic HRM is that it aligns and integrates human resource strategies with those of the business strategy (Mutsuddi, 2012).Strategic HRM is concerned with the relationship between HRM and strategic management in an organization. It caters to provide overall direction to the organization in order to achieve its goals through people. Strategic HRM addresses broad organizational issues relating to organizational effectiveness and performance, changes in structure and culture, matching resources to future requirements, development of distinctive capabilities, knowledge management and management of change (Mitsuddi, 2012).

The need to focus on better management of human resources gave birth to Strategic HRM, whose inputs and activities are at par with those of marketing and finance in terms of recognition of impact on the bottom line (Fombrun, et al., 2008).It is believed that the integration of HR within the business strategy contributes to effective management of human resource, improvement in organizational performance and finally the success of a business. (Schuler& Jackson, 2007). According to Aktar (2008), one aspect that differentiates successful firms from less successful ones is the concept of Strategic HRM. Under HR Strategy, workers are viewed as a source of the firm's competitive advantage. Strategic HRM practices are those that are theoretically or empirically related to overall organizational performance. Strategic HRM involves practices specifically developed, implemented and executed based on a deliberate linkage to a company's strategy. HR Strategic practices include Human Resource Planning, Recruitment and selection, performance management, Training and Development, compensation, Employee Relations and Employee termination.

1.1.2 Human Resource Strategy

A strategy is the means by which an organization seeks to meet its objectives. It is a deliberate choice, a decision to take a course of action rather than reacting to circumstances. It focuses on significant long-term goals rather than day-to-day operating matters (Price, 2011) .Human resource strategies is a firm's deliberate use of human resources to help it gain or maintain an edge against its competitors in the marketplace. It is the grand plan or general approach an organization adopts to ensure that it effectively uses its people to accomplish its mission (Gomez-Mejia, 2010). Human resource strategies arise from the adoption of a strategic approach to people management which is aligned with the business strategy and which is reflected in a set of human resource policy initiatives specifically designed to achieve the strategic goals of the business. The underlying premise is that the human resource function supports corporate goals by developing and implementing people management practices which engage employees and encourage them to direct their efforts towards achievement of organizational goals (Foot and Hook, 2010). Managers call the specific HRM policies and practices they use to support their strategic aims human resource strategies (Dessler, 2013).

Human resource strategy is designed to develop the skills, attitudes and behaviors among staff that will help the organization meet its goals. Human resource strategy consists of the principles for managing the workforce through human resource policies and practices. It covers the various areas of human resource functions such as recruitment, reward and recognition, employee relations and training. Human resource strategy must be aligned to the organizations vision, mission and goals. In developing a human resource strategy, the organization must analyze the characteristics of its industry, determine its competitive advantage and identify key processes and key people. Creating different strategies for all groups of people may be necessary,

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depending on skills, knowledge and responsibilities. An effective human resource strategy benefits the organizations bottom-line. It improves employee motivation and satisfaction. Employees also benefit by realizing their full potential and developing their own careers.HR strategies tend to focus on numbers and also attitudes, behavior and commitment, but their implementation is problematic. HR strategy is not simple and that strategy itself has the same emotional, irrational and intuitive component as any other form of thinking or decision making (Price, 2011).

To be successful, firms must closely align their human resource strategies and programs (tactics) with environmental opportunities, business strategies and the organizations unique characteristics and distinctive competence (Gomez-Mejia et al., 2010). This process is called strategic human resource planning. When done correctly, it provides many direct and indirect benefits to the organization. It helps the organization to be proactive, that is, looking ahead and developing a vision where the organization wants to be and how it can use human resources to get there. Strategic human resource planning can help the firm develop a focused set of strategic objectives that capitalizes on its special talents and knowhow. When overall business strategy planning is done in combination with human resource strategic planning, firms can identify the potential problems and opportunities with respect to the people expected to implement the business strategy. This would enable timely interventions to be put in place. For human resource strategy to be effective, line managers at all levels must buy into it (Gomez-Mejia et al., 2010). Human resource strategies indicate what the organization wants to do about its HRM policies and practices and how they should be integrated with the business strategy and each other (Armstrong, 2011).

1.1.3 Implementation of Human Resource Strategies

The organizations human resource strategies depend mainly on the overall business strategy and the culture of the organization, which contributes to shape and determination of the need for human resources, both in terms of quantity and quality and also helps to identify the requisite skill levels. On the other hand, the competitive business environment, particularly the economic scenario and position of the organization determines the extent to which financial resources could be budgeted for the development of human resource strategies in the organization (Mutsuddi, 2012). The most tangible aspect of strategic human resource management is a set of human resource policies and processes in existence in an organization and these would normally address the various aspects of people management such as recruitment, diversity management, development, and reward and employee relations. In other words, rather than being able to identify the human resource strategy of an organization, one will encounter the organizations recruitment strategy, reward strategy, either explicitly addressed as a strategy or reflected in the organizations policies and processes. For many organizations, the main focus of their human resource strategies is to acquire, develop and maintain a high performance workforce. Since there are many important aspects of people management strategy, it becomes essential that these various strategies are coherent and supportive of each other, as well as being aligned with the overall business strategy. Other crucial aspects are effective communication and change management. In order to be motivated to achieve organizations goals, its people need to understand what is expected of them and how their efforts contribute to their organizations success, hence the need for excellent communication systems (Foot and Hook, 2010).

Even the best laid strategic human resource plans may fail when specific human resource programs are poorly chosen or implemented. In addition to fitting with organization strategy,

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environment, organizational characteristics and organizational capabilities, a firms human resource strategy are more likely to be effective if they reinforce one another rather than work at cross purposes. Because it is not always possible to know beforehand if a human resource program will meet its objectives, a periodic review/evaluation of human resource programs is necessary. Human resource programs that look good on paper may turn out to be disasters when implemented because they conflict too much with the company's realities. To avoid this, it is important to take note of the following points before implementing a new human resource program: the appropriateness of the human resource program to implement human resource strategies; the possibility that the human resource programs may meet resource constraints; the communication tool for the human resource programs and the operationalization of the HR programs (Gomez-Mejia et al., 2010).

1.1.4 Challenges of Implementing Human Resource Strategies

According to Armstrong (2010), implementation of human resource strategies does not appear to be widely practiced and in many cases, politics within the organization, rather than strategy determine practices of human resource management. Use of human resource strategies would imply that policies and procedures consistent to the organizations objectives are implemented. However, it is rare to find that work practice innovations are actually implemented as a system. There are two difficulties in adaptation of HR practitioners who grew up in personnel tradition. First, they have little knowledge of the wider business function on one hand and on the other, business strategists have tended to look down upon HR considerations because of the ambiguity and uncertainty attached to human behavior.

Secondly, HR practitioners have for decades played the role of arbitrators between staff and management, thus have depended to a large extent on the ability to find compromise and

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reconcile the two sides, rather than develop clear agenda. HR specialists find strategy difficult. They have not developed the strategic skills needed to contribute to their organizations effectiveness. Current education training programs give them little insight into how to link business, technical and HRM skills in times of great uncertainty. HR strategies tend to focus on numbers, behavior and commitment, but their implementation is problematic. HR strategy is not simple and that strategy itself has the same emotional, irrational and intuitive component as any other form of thinking or decision making (Price, 2011).

1.1.5 The Civil Service in Kenya

The Public Service is the primary means at the disposal of Government for translating policies into programs and implementing projects for overall national development. The primary development goal for any country is to achieve broad based, sustainable improvement in the standards of the quality of life for its citizens. The Public Service, aid in particular, civil service plays an indispensable role in the effective delivery of public services that are key to the functioning of a state economy.

The Civil Service has undergone various reforms in order to respond to service delivery challenges. In the 20th century the Kenyan Government responded to public service delivery challenges by formulating and implementing public sector Reforms in 1993. As a result, there was a reduction in the size of the civil service by about 30%, although even then, productivity and performance was not as expected (Opiyo, 2006). The Civil Service is made up of civil servants. Each officer occupies a defined post, with a salary, well defined duties, responsibilities, rights and privileges. The service operates in accordance with the civil service rules and regulations emanating from labor laws and other relevant legislation. The Public Service Commission (PSC) is the Human Resource Management agency charged with

maintenance of among others, the civil service system. The Public Service commission is the authority responsible for appointments, promotions, discipline, examinations and occupational tests in the civil service and local authorities. The commission has delegated some of its powers to authorized officers. The constitution mandates the PSC to ensure that public service is efficient & effective. The current Civil Service is made up of eighteen (18) Ministries, each headed by a Cabinet Secretary. Each Ministry has a Principal Secretary or several of them, depending on the mandate of the Ministry. It is these Principal Secretaries who have been delegated powers by the Public Service Commission as Authorized officers (Public Service Commission (PSC), 2014).

1.2 Research Problem

HR strategy takes a long term perspective and is concerned with issues such as corporate culture and individual career development as well as the availability of people with the right skills. It incorporates redundancy and recruitment planning and is increasingly focused in decisions about maintaining the internal capability of an organizations workforce to perform specific functions (Price, 2011).HR practices are those that are theoretically and empirically related to overall organizational performance (Akhtar, et al., 2008). One aspect that differentiates successful firms from less successful ones is the concept of Strategic HRM (Akhtar et al., 2008). HR strategy entails formulating and executing HR policies and practices that produce the employee competencies and behaviors the organization needs to achieve its strategic aims. The basic idea behind HR strategy is this: in formulating HRM policies and activities, the aims must be to produce the employee skills and behaviors the organization needs to achieve its strategic goals (Dessler, 2013).There is emphasis on the importance of maximizing the performance and potential of an organizations people. This does not come necessarily from an altruistic and

softhearted interest in their welfare. More likely, it derives from a hard headed appreciation of the long-term contribution they can provide to the organization. HR strategy focuses on an organization's people as assets so that time spent on training and development is an investment in human capital (Price, 2011). The fundamental aim of HR strategy is to generate organizational capability by ensuring that the organization has the skilled, engaged, committed and well-motivated employees it needs to achieve sustained competitive advantage. HR strategy is about how the employment relationships for all employees can be managed in such a way as to contribute optimally to the organizations goal achievement (Dessler, 2013).

Human resource functions in the Kenyan Civil Service are concentrated in the Public Service Commission. As a central agency, it is imperative that the commission has a commanding knowledge of the strategy, execution plan and level of implementation for each ministry and State Department, and this is not realistic. Compelling considerations underlie the need to formulate a new approach to HRM in the public service. These include among others: the constitution has redefined the power structures of the public service. It has redefined the role of Government and the people it serves. There is therefore an urgent need to evaluate, review and redesign the HR function so that there is clarity in its strategic intent, and shaping it into a 'fit for purpose' organization. In addition, there has been public outcry on the quality of services that civil servants offer, with the former being unsatisfied with the services offered by the latter. Often, it has been said that civil servants are not motivated in their work, and are only in employment due to the job security and pension that the government offers. The increasing complex issues and rising demands for quality public service that the government confronts on a daily basis requires a new approach to managing human resources in order to improve performance and guarantee quality service delivery (PSC, 2014).

Mwatete (2012) researched on the challenges of implementing Strategic HRM at Kenya Sugar Board. The study brought out the following as the challenges of implementation: lack of dominant culture, thereby making it difficult in employee buy-in for organizational initiatives; management was willing to adopt Strategic HRM approach to managing people but their support in terms of pushing through the initiative at board level was found to be too slow ; communication is key to strategy implementation, lack of clear communication strategy left employees ignorant of implementation of Strategic HRM, leading to resistance; little knowledge of Strategic HRM in the organization; internal and external political factors; and the need of a phased implementation of strategy. Mkalama (2010) did a study on the Strategic HRM practices adopted by Water services providers within Athi Water Services Board. In this study, the researcher concluded that Strategic HRM practices are implemented in an ad-hoc manner with no properly laid down policies linking HR strategy to overall business strategy. This often led to resistance from employees who are not aware of what is expected of them.

Wasike(2002) studied the Strategic HRM practices adopted by State Corporations in the Ministry of Transport in Kenya. In this study, the main findings indicated that Strategic HRM practices have been adopted. These include performance management, fair remuneration and compensation and training and development strategies. There appears to be no conflict between HR strategy and overall organizational strategy. Boru (2008) researched on the extent of adoption of Strategic HRM practices among NGOs in Kenya. In his study, he concluded that strategic HRM practices should be implemented by organizations to adapt to the ever changing environment if they have to remain relevant in terms of performance. They should view their employees as the most valued assets.

While these studies have adduced evidence into the implementation of human resource strategies, the conceptual and contextual foci was different. In addition, the research designs used were different from what the researcher intends to use for this study. Furthermore, the studies did not focus on the implementation of human resource strategies, rather on strategic HRM. A review of these studies cannot conclusively give insight into the challenges of implementing human resource strategies in the Civil Service in Kenya.

The question this study attempted to answer therefore is: what are the challenges of implementing HR Strategies in the Civil Service in Kenya?

1.3 Research Objective

The study sought to evaluate the challenges of implementing HR Strategies in the Civil Service in Kenya.

1.4 Value of the Study

The study will benefit the Kenyan Civil Service as it will enable the Government to draw up comprehensive policies which will enable strategic human resource management practices to be implemented successfully. This will in turn ensure that the Civil service has the right employees in order to offer quality services to the citizens.

The study will likewise be helpful in adding to theory and the attendant ways of overcoming barriers in the implementation of strategic human resource management especially in public service organizations, in light of the fact that meeting government-set targets is central to the operations of the public sector.

In addition, the study will be helpful to employees. The fundamental aim of strategic human resource management is to generate organizational capability by ensuring that the organization

has skilled, engaged and committed and well-motivated employees it needs to sustain competitive advantage and to meet its strategic objectives. When the Government is able to implement strategic human resource management, then it will be a win-win situation for both the Government and the employees.

Finally, the study will provide reference and literature to future researchers seeking to carry out further research in the same or related field. There are certain areas where the researcher may not be able to cover exhaustively and these could become points of reference for future research.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter reviews literature as relates to human resource strategies, their implementation and the barriers that hinder the successful implementation of human resource strategies. In particular, the chapter covers the theoretical basis of the study, the concept of strategic human resource management, human resource strategies and the barriers to the implementation of human resource strategies.

2.2. Theoretical basis of the Study

Strategic human resource management has a theoretical framework, of which the researcher will discuss two models. The first one is based on the concept that it is the range of resources in an organization ,including its human resources, that produces its unique character and creates competitive advantage-resource based view (Armstrong,2012) and the second model is the fit or contingency approach, which stresses that when developing human resource strategies, it is necessary to achieve congruence between them and the organizations business strategies within the context of its external and internal environments(Torrington et al., 2009).

2.2.1. Resource-Based View

The resource based view is founded on the ideas of Penrose (1959) who wrote that the firm is an administrative organization and a collection of productive resources and saw resources as a bundle of potential services (Armstrong,2012). This view of the firm is concerned with the relationships between internal resources (of which human resources is one), strategy and firm performance. It focuses on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning human resources to current strategic goals. Human resources can provide competitive advantage for the business, as long as they are

unique and cannot be copied of substituted for by competing organizations. The focus is on skills, knowledge, attitudes and competences which have a more sustained impact on long-term survival (Torrington et al., 2009). Grant (1991) produced the following rationale for resource based strategy: the resources and capabilities of a firm are the central considerations in formulating its strategy: they are the primary constants upon which a firm can establish its identity and frame its strategy, and they are the primary sources of the firm's profitability. The key to a resource based approach to strategy formulation is understanding the relationships between resources, capabilities, competitive advantage and profitability-in particular, an understanding of the mechanisms through which competitive advantage can be sustained over time. This requires the design of strategies which exploit to the maximum effect each firm's unique characteristics.

Resource based strategic human resource management can produce a human resource advantage. The aim is to develop strategic capability. This means strategic fit between resources and opportunities, obtaining added value from the effective deployment of resources, and developing mangers who can think and plan strategically in the sense that they understand the key strategic issues and ensure that what they do enables the strategic goals of the business to be achieved (Armstong,2012).The strategic goal emerging from the resource based view is to create firm that are more intelligent and flexible than their competitors by hiring and developing more talented staff and by extending their skills base. The resource based view has had considerable influence on thinking about human resource management. It provides justification for attaching importance to resourcing activities, especially those concerned with talent management. It can also be used to enhance the value of the human resources contribution towards achievement of strategic goals (Armstrong, 2012). The resource based view also enables people in the organization to become

the focus, their contribution is monitored and made more explicit, the way people are managed can be seen to add value and money spent on people can be seen as an investment rather than a cost. Some firms are using the balanced scorecard to demonstrate the contribution that human capital makes to firm performance (Torrington et al., 2009). However, there are inbuilt barriers in the language of the resource-based view. One is reference to people as' human capital', which some consider to be unnecessarily instrumental. Another is the focus on the 'firms' and 'competitive advantage' which makes it harder to see the relevance of this perspective for organizations in the public sector(Torrington et al.,2009).

2.2.2. Fit/Contingency Approach

The strategic fit or contingency approach is based on two critical forms of fit: external fit, that is, vertical integration-that human resource strategy fits with the demands of business strategy and second is internal fit, that is, horizontal integration-all human resource policies and activities fit together so that they make a coherent whole, are mutually reinforcing and are applied congruently. This approach was proposed by Fombrun et al (1984). In more detail, Schuler (1992) stated that strategic human resource management is largely about integration and adaptation. Its concern is to ensure that: human resource management is fully integrated with the strategy and strategic needs of the firm(vertical fit); human resource policies cohere both across policy areas and across hierarchies(horizontal fit); and human resource practices are adjusted, accepted and used by line managers and employees as part of their everyday work(Armstrong,2012). The strength of this model is that it provides a simple framework to show how selection, appraisal and development and reward can be mutually geared to produce the required type of employee performance. This model has however been criticized because of its dependence on a rational strategy formulation rather than on an emergent strategy formulation

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approach; and because of the nature of the one way relationship with organizational strategy. It has also been criticized owing to its unitarist assumptions, as no recognition is made for employee interests and their choice of whether or not to change their behavior. Taking this model and the notion of fit one step further, human resource strategy has been conceived in terms of generating specific employee behaviors. In the ideal form of this, there would be analysis of the types of employee behavior required to fulfill a predetermined business strategy, and then an identification of human resource policies and practices which would bring about and reinforce this behavior (Torrington et al., 2009). Boxall (2007) asserted that it is clearly impossible to make all human resource policies reflective of a chosen competitive or economic mission. They may have to fit with social legitimacy goals. Best fit models tend to be static and don't take into account the processes of change. They neglect that the fact that institutional forces shape human resource management, it cannot be assumed that employers are free agents able to make independent decisions.

2.3. Human Resource Strategies

HR strategies set out what the organization intends to do about its human resource management policies and practices and how they should be integrated with the business strategy and each other. HR strategies aim to meet both business and human needs in the organization.HR strategies may set out intentions and provide a sense of purpose and direction(Armstrong, 2012).

2.3.1. Types of Human Resource Strategies.

An effective HR strategy is one that works in the sense that it achieves what it sets out to achieve. It should be able to satisfy business needs, be founded on detailed analysis and study, it can be turned into programs that anticipate implementation requirements and problems and it is coherent and integrated, being composed of components that fit with and support each other. In

reality HR strategies are more likely to flow from business strategies, which will be dominated by product/market and financial considerations. But there is still room for HR to make a useful, even essential contribution at the stage when business strategies are conceived, for example, by focusing on resource issues. This contribution may be more significant if strategy formulation is an emergent or evolutionary process – HR strategic issues will then be dealt with as they arise during the course of formulating and implementing the corporate strategy (Armstrong, 2012).

HR strategies arise from the adoption of a strategic approach to people management which is aligned with the business strategy and which is reflected in a set of HR policy initiatives specifically designed to achieve strategic goals of the organization. HR strategies reflect the philosophy of senior management with regard to the treatment of human resources and address the various activities related to their management. The underlying premise is that the HR function supports corporate goals by developing and implementing people management practices which engage employees and encourage them to direct their efforts towards achievement of organizational goals. The most tangible aspect of strategic HRM is therefore a set of HR policies and processes in existence in an organization, and these would normally address the various aspects of people management such as recruitment, diversity management, development, reward and employee relations. This could either be explicitly addressed as a strategy or reflected in the organizations policies and processes. For many organizations, the main focus of their HR strategies is to acquire, develop and maintain a high performance workforce (Foot and Hook, 2010). Recruitment and selection ensure that the strategic needs of the organization are satisfied by managing the flow of personnel within the organization. Training and development will ensure employees are equipped with skill, knowledge and abilities that are salient for the implementation of strategic goals in the organization. Selecting competent and already skilled

employees will lead to less cost and time in training and development of employees. Furthermore, compensation and rewards are important factors for attracting and retaining competent employees in the organization (Chew and Chong, 2011).

Because there are so many important aspects of people management strategy, it becomes essential that these various strategies are coherent and supportive of each other as well as being aligned to the overall business strategy. Other aspects of successful strategic HRM are effective communication and change management. In order to be motivated to achieve an organization's goals, its people need to understand what is expected of them and how their efforts contribute to their organizations success, hence the need for excellent communication systems. Also, of necessity, operating in a strategic fashion means dealing with change since the definition of a strategic approach involves planning for the future and adjusting to a turbulent business environment. The devolution of people management responsibilities to line managers at all levels is recognized as a basic element of strategic HRM, so line involvement in the development and implementation of HR strategies is needed (Foot & Hook,2010).

2.3.2. Development of Human Resource Strategies

There are two key issues to be addressed in developing HR strategies: achieving vertical fit or integration and achieving horizontal fit or integration. When considering how to integrate business and HR strategies it should be remembered that business and HR issues influence each other and in turn influence corporate and business unit strategies. It is also necessary to note that in establishing these links, account must be taken of the fact that strategies for change have also to be integrated with changes in the external and internal environments. Fit may exist at a point in time but circumstances will change and fit no longer exists. An excessive pursuit of 'fit' with

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the status quo will inhibit the flexibility of approach that is essential in turbulent conditions. Horizontal fit or integration is achieved when the various HR strategies cohere and are mutually supporting. This can be attained by the process of 'bundling', which is carried out by first identifying appropriate HR practices; second, assessing how the items in the bundle can be linked together so that they become mutually reinforcing; and finally drawing up programs for the development of these practices, paying particular attention to the links between them.

All too often, 80 per cent of the time spent on strategic management is devoted to designing strategies and only 20 per cent is spent on planning their implementation. It should be the other way round. It is necessary to plan with implementation in mind. Because strategies tend to be expressed as abstractions, they must be translated into programs with clearly stated objectives and deliverables (Armstrong, 2012).

A strategic approach to HRM seeks to proactively provide a competitive advantage through the company's most important asset: its human resources. While human resources are the most important asset, they are also the single largest controllable cost in the organization. The HRM function needs to be integrally involved in the formulation of strategy to identify the people related business issues the organization faces. Once the strategy has been determined, HRM has a profound impact on the implementation of the plan by developing and aligning HRM practices that ensure that the organization has motivated employees with the necessary skills. The emerging strategic role of the HRM function requires that the HR practitioners/professionals in future develop business, professional technical, change management and integration competencies. Only through these competencies can the HR professional take a strategic approach to HRM (Noe et al., 2010).

2.4. Challenges in Implementing Human Resource Strategies

According to Armstrong (2009), Strategic HRM implementation does not appear to be widely practiced and in any cases, politics within the organization, rather than strategy determine practices of human resource management. Use of Strategic HRM would imply that policies and procedures consistent to the organizations objectives are implemented. However, it is rare to find that work practice innovations are actually implemented as a system. Getting strategies into action is not easy. The term 'strategic HRM' has been devalued in some quarters; sometimes to mean no more than a few generalized ideas about HR policies, at other times to describe a short-term plan. It must be emphasized that HR strategies are not just programs, policies, or plans concerning HR issues that the HR department happens to feel are important. Piecemeal initiatives do not constitute strategy.

The problem with strategic HRM as noted by Gratton *et al* (1999) is that too often there is a gap between what the strategy states will be achieved and what actually happens to it. In some cases, the business strategy may not be clearly defined – it could be in an emergent or evolutionary state, which would mean that there would be little or nothing with which to fit the human resource strategy. Even if the business strategy is clear, it may be difficult to determine precisely how human resource strategies could help in specific ways to support the achievement of particular business objectives – a good business case can only be made if it can be demonstrated that there will be a measurable link between the HR strategy and business performance in the area concerned. Even if there is a link, HR specialists do not always have the strategic capability to make the connection – they need to be able to see the big picture, understand the business drivers and appreciate how HR policies and practices can impact on them (Armstrong, 2009).

There are two difficulties in adaptation of HR practitioners who grew up in personnel tradition. First, they have little knowledge of the wider business function on one hand and on the other, business strategists have tended to look down upon HR considerations because of the ambiguity and uncertainty attached to human behavior. Secondly, practitioners have far decades played the role of arbitrators between staff and management, thus have depended to a large extent on the ability to find compromise and reconcile the two sides, rather than develop clear agenda , thereby underlying the difficulty between the planning specialists find strategy difficult. They have not developed the strategic skills needed to contribute to their organizations effectiveness. Current education training programs give them little insight into how to link business, technical and HRM skills in times of great uncertainty. HR strategies tend to focus on numbers and also attitudes, behavior and commitment, but their implementation is problematic. HR strategy is not simple and that strategy itself has the same emotional, irrational and intuitive component as any other form of thinking or decision making (Price, 2011).

Line managers play a crucial role in ensuring that HR strategies are carried out effectively. Strategic HR practitioners therefore need to incorporate line management views into the HR planning process, nurture the relationship between the HR function and line managers, and ensure that line managers are actively engaged with the people management strategies. Unfortunately, the achievement of this goal of mutual understanding between HR strategists and line managers has been identified as problematic (Foot & Hook, 2010).

HR theorists are strategically illiterate. They use strategic concepts that are outmoded and defective. The problem is compounded by the lack of case studies to give us insight into the way strategies arise in practice. The reality is that faced with a choice between profit and well-being of employees, most commercial organizations will select the former. 'Softer' HR issues continue

to be secondary and subordinate to financial matters. Strategic actions derived from technological or financial considerations can have direct and relatively immediate effect on an organizations people. HR initiatives are accommodated within a broad financial picture in which benefits or changes to people management must compete with other resources. In reality, long-term HRM goals such as Training and Development skills for the future are rarely considered. If employee commitment, flexibility and product quality are valued, they are sought for profit and not pursued as beneficial for workers (Price, 2007).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter contains research methodology used for the study. The research methodology gives details regarding the procedures used in conducting the study. The research design, the target population, data collection and analysis methods are expounded below.

3.2. Research Design

The study was carried out using a descriptive cross sectional survey design. Descriptive design is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). It can be used when collecting information about people's attitudes, opinions, habits or any of the variety of education or social issues (Orodho and Kombo, 2002). Hence, a descriptive design study aims to generate knowledge that may be used to describe what is being studied (Kombo and Tromp, 2006).Cross sectional design focuses on a subset of the population at a particular point in time. This design was appropriate for this study since it was able to clearly bring out the issues which are hindering the implementation of HR strategies, mainly through the use of a questionnaire.

3.3. Target Population

Ngechu (2004) observes that a study population is a well-defined or specified set of people, group of things, households, firms, services, elements or events which are being investigated. The target population for this study was the eighteen (18) Ministries in the republic of Kenya.

3.4. Sampling Design

A sample is a subset of the population being studied. It represents the larger population and is used to draw inferences about that population. The study used the simple random sampling

technique, where each subject from the population was chosen randomly and entirely by chance. The sample size was 6 (six) Ministries, representing 30% of the population.

3.5. Data Collection

The study used primary data to be collected through questionnaires. The questionnaires had two (2) sections, A and B. Section A was to collect respondents bio-data and Section B was to collect views on the barriers hindering the successful implementation of HR Strategiesin their respective Ministries. The respondents were the Heads of the HRM Departments in the Ministries.

3.6. Data Analysis

The researcher used descriptive statistics to analyze the data. These included frequencies, percentages, means and standard deviation. Data was presented in form of tables, pie charts and graphs.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the challenges of implementing HR Strategies in the Civil Service in Kenya. The chapter also provides the major findings and results of the study. Also, it provides discussions on the results.

4.1.1 Response Rate

The study targeted a sample size of Heads of the HRM Departments in (six) 6 Ministries in the Republic of Kenya from which all the six (6) filled and returned the questionnaire which represents a response rate of 100%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.2 Demographic Characteristics

The study sought to establish the background information of the respondents including, age, level of education, work experience in the ministry and the experience in human resource.

4.2.1 Age of the Respondents

The study sought to establish the age of the respondents. The findings are as presented in Table 4.1.

Table 4.1: Age

	Frequency	Percentage
31-40 years	2	33.3
41-50 years	3	50.0
50 and above	1	16.7
Total	**6**	**100.0**

According to the findings, majority of the respondents (50.0%) were aged 41-50 years, 33.3% were aged 31-40 years and 16.7% were aged 50 and above. The reason for this is that they have risen through the ranks from lower cadres so as to be the heads of department, hence majority are in their 40's.

4.2.2 Level of Education

The study also sought to establish the level of education of the respondents. The findings are as presented in Table 4.2.

Table 4.2: Level of Education

	Frequency	Percentage
Degree	2	33.3
Post Graduate	4	66.7
Total	**6**	**100.0**

Table 4.1 shows the level of education of the respondents, from the findings majority of the respondents (66.7%) had a post graduate level of education while 33.3% had degree level of education. The reason for this is that the entry point for this cadre is degree level.

4.2.3 Work Experience in the Ministry

The study further sought to find out the work experience of the respondents in the ministry. The findings are as shown in Figure 4.1.
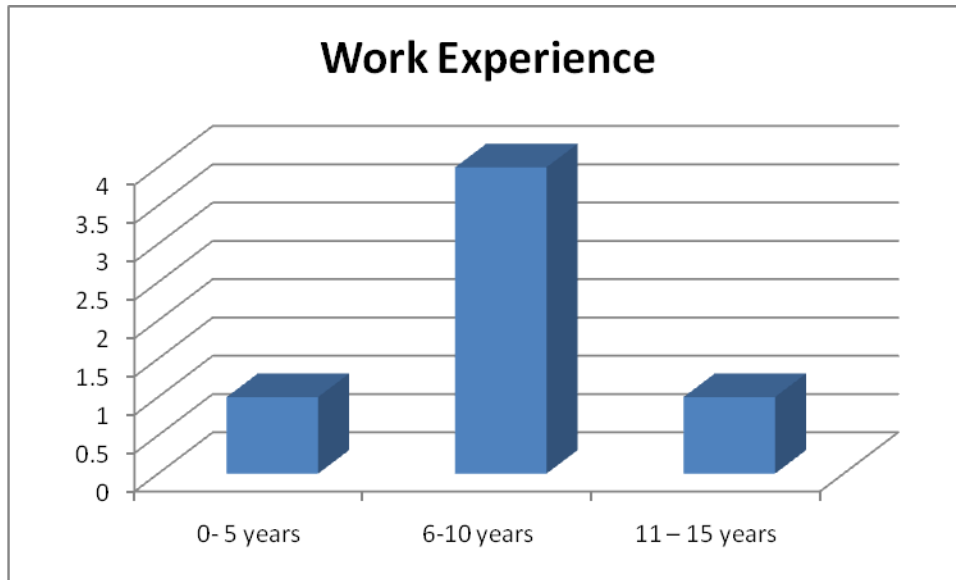
Figure 4.1: Work Experience in the Ministry

From the findings in Figure 4.1, majority of the respondents (66.7%) had worked in the ministry for 6-10 years, 16.7% had worked for 0-5 years and the same percentage for 11-15 years. This implies that the respondents had worked in the ministries long enough and were in a great position to respond to the questions regarding the ministries effectively.

4.2.4 Human Resource Work Experience

The study also sought to establish the human resource work experience of the respondents. The findings are as presented in Table 4.3.

Table 4.3: Human Resource Work Experience

	Frequency	Percentage
6-10 years	4	66.7
11 – 15 years	2	33.3
Total	**6**	**100.0**

According to the findings in Table 4.3, majority of the respondents indicated that they had 6-10 years human resource work experience while 33.3% had 11-15 years human resource work experience.

4.3 Challenges of implementing HR Strategies

The study sought to establish the view of the organization towards its human resources. From the findings the sample comments made include: regarded as a critical component for service delivery; it values the human resource; the HR is under transition from personnel management and they are yet to be humane and the HR is not quite respectable.

The study also sought to establish whether people treated as valuable assets to the organization. The respondents had mixed stands with most saying that people are treated as valuable assets to the organization while few were of the contrary opinion.

The study further sought to find out the view of the respondents on the primary role of the Human Resources Officer in the organization. The respondents indicated that the primary role of the human resource officer is strategic partner in line management, integral member of senior management, functional administrator and operational expert.

The study further sought to find out the view of the Public Service Commission on HR Strategies. The respondents indicated that Public Service Commission views HR Strategies as a body of the elite, views them as a way of ensuring organization effectiveness or service delivery, views them positively and as strategies that align service delivery to optimal staffing and commensurate with reward.

The study also sought to establish the extent that HR strategies have been integrated into the Ministry's strategies. The findings are as presented in Table 4.4.

Table 4.4: Extent that HR strategies have been integrated into the Ministry's strategies

	Frequency	Percentage
To a Large Extent	4	66.7
To a Small Extent	2	33.3
Total	**6**	**100.0**

According to the findings in Table 4.4, majority of the respondents (66.7%) indicated that HR strategies have been integrated into the Ministry's strategies to a large extent while 33.3% were of the opinion that HR strategies have been integrated into the Ministry's strategies to a small extent.

The study further wanted to establish what the organizational culture of the ministries is and whether it has aided in the implementation of HR Strategies. The respondents indicated that it is based on seniority and not healthy for the implementation of HR strategies especially performance based systems; rigid organizational culture which has made implementation of strategy difficult; closed and has impacted negatively on the implementation of organizational strategies.

On the strategies that are implemented in the Ministry and whether they are supported by documentation or they are implicit, the respondents indicated the following as the strategies employed by the ministries: performance management, upward progression, motivation, training and development, compensation, recruitment, retirement and discipline procedures. The respondents indicated further that the strategies are mainly documented but some are implicit.

The study also sought to establish the extent that various HR strategies are implemented. The findings are as shown in Table 4.5.

Table 4.5: Extent that various HR strategies are implemented

	Mean	Std. Dev.
Human Resource Planning	4.237	0.659
Employee Relations	4.060	0.715
Recruitment & Selection	3.955	1.173
Training & Development	3.910	1.011
Employee Separation	3.896	0.891
Performance Management	3.781	0.893
Reward Management	3.638	0.892

From the findings, the HR strategies that are implemented to a large extent include human resource planning as shown by a mean score of 4.237, employee relations as indicated by a mean score of 4.060, recruitment and selection as expressed by a mean score of 3.955, training & development as indicated by a mean score of 3.910, employee separation as shown by a mean score of 3.896, performance management as indicated by a mean score of 3.781 and reward management as shown by a mean score of 3.638.

On how best the HR strategy implementation can be carried out so as to add value to the organization the respondents suggested that: there should be effective implementation and documentation; the top management should offer support and adequate resource allocation; there should be a major overhaul in the HR department; by involvement of officers; proper communication; and flexibility in work systems.

The study also sought the view of the respondents on the barriers to successful implementation of HR strategies in the Ministry. The respondents highlighted barriers such as: lack of management support; rigid work systems; lack of knowledge; communication challenges;

resistance from employees; lack of top management support; inadequacy of follow up procedures; bureaucracy in the organization and inadequate finances.

All the respondents indicated that financial/cost implications have an influence in the successful implementation of HR strategies in the organization. On the flexibility of HR strategies and practices in the Ministry to adapt to changing environments the respondents were of the view that the HR strategies and practices in the Ministry are not flexible to adapt to changing environments.

The study also sought to establish the effects that the political environment, both internal and external have on the implementation of HR strategies. The respondents indicated that HR strategies lead to resistance to change, lack of enough resources to implement strategy, political interference in HR issues. On how the effect of political environment can be managed effectively the respondents recommended that the ministries should ensure that HRM and strategic management are at par.

The study further sought to find out the extent that the respondents thought that communication channels are adequate when communicating HR matters/changes to the employees. The findings are as shown in Table 4.6.

Table 4.6: Extent that communication channels are adequate when communicating HR matters/changes to the employees

	Frequency	**Percentage**
To a Very Large Extent	1	16.7
To a Large Extent	5	83.3
Total	**6**	**100.0**

According to the findings, majority of the respondents (83.3%) indicated that communication channels are adequate when communicating HR matters/changes to the employees to a large extent while 16.7 indicated that communication channels are adequate when communicating HR matters/changes to the employees to a very large extent.

The respondents indicated that top management support in implementing HR strategies is not adequate. The respondents indicated that this is the case because of man eat man nature in the civil service.

4.4. Discussion

This section sought to discuss the challenges of implementing HR Strategies in the Civil Service in Kenya.The study deduced that the ministries regard their human resource as a critical component for service delivery and they value the human resource. The study also established that people are treated as valuable assets to the organization. Further, the study established that the primary role of the human resource officer is strategic partner in line management, integral member of senior management, functional administrator and operational expert. This is in line with Dessler(2013) who posits that HRM is important because it helps avoid personnel mistakes (hiring wrong people, high turnover, commit unfair labor practices) improve profits and performance. Fombrun, et al. (2008) posits that it is believed that the integration of HR within the business strategy contributes to effective management of human resource, improvement in organizational performance and finally the success of a business.

The study also found out that the organizational culture of the ministries is based on seniority and not healthy for the implementation of HR strategies especially performance based systems; rigid organizational culture which has made implementation of strategy difficult; closed and has impacted negatively on the implementation of organizational strategies. Further, on the strategies

that are implemented in the Ministry and whether they are supported by documentation or they are implicit, the study established that the following strategies are implemented: performance management, upward progression, motivation, training and development, compensation, recruitment, retirement and discipline procedures. The study further indicated that the strategies are mainly documented but some are implicit. According to Armstrong (2010) implementation of human resource strategies does not appear to be widely practiced and in many cases, politics within the organization, rather than strategy determine practices of human resource management. Use of human resource strategies would imply that policies and procedures consistent to the organizations objectives are implemented. However, it is rare to find that work practice innovations are actually implemented as a system.

The study further established that the barriers to successful implementation of HR strategies in the Ministry include lack of management support; rigid work systems; lack of knowledge; communication challenges; resistance from employees; lack of top management support; inadequacy of follow up procedures; bureaucracy in the organization and inadequate finances. The study also deduced that the HR strategies that are implemented to a large extent include human resource planning as shown by a mean score of 4.237, employee relations as indicated by a mean score of 4.060, recruitment and selection as expressed by a mean score of 3.955, training & development as indicated by a mean score of 3.910, employee separation as shown by a mean score of 3.896, performance management as indicated by a mean score of 3.781 and reward management as shown by a mean score of 3.638. On how best the HR strategy implementation can be carried out so as to add value to the organization it was recommended that there should be effective implementation and documentation; the top management should offer support and adequate resource allocation; there should be a major overhaul in the HR department; by

involvement of officers; proper communication; and flexibility in work systems. This is in line with Gomez-Mejia et al (2010) who argue that it is not always possible to know beforehand if a human resource program will meet its objectives, a periodic review/evaluation of human resource programs is necessary. Human resource programs that look good on paper may turn out to be disasters when implemented because they conflict too much with the company's realities. To avoid this, it is important to take note of the following points before implementing a new human resource program: the appropriateness of the human resource program to implement human resource strategies; the possibility that the human resource programs may meet resource constraints; the communication tool for the human resource programs and the operationalization of the HR programs.

The study found out that financial/cost implications have an influence in the successful implementation of HR strategies in the organization. The study also established that HR strategies and practices in the Ministry are not flexible to adapt to changing environments. In addition, the study established that HR strategies lead to resistance to change, lack of enough resources to implement strategy, political interference in HR issues. Furthermore, on how the effect of political environment can be managed effectively it was recommended that the ministries should ensure that HRM and strategic management are at par. This is in line with Mwatete (2012) researched on the challenges of implementing Strategic HRM at Kenya Sugar Board. The study brought out the following as the challenges of implementation: lack of dominant culture, thereby making it difficult in employee buy-in for organizational initiatives; management was willing to adopt Strategic HRM approach to managing people but their support in terms of pushing through the initiative at board level was found to be too slow ; communication is key to strategy implementation, lack of clear communication strategy left

employees ignorant of implementation of Strategic HRM, leading to resistance; little knowledge of Strategic HRM in the organization; internal and external political factors; and the need of a phased implementation of strategy.

The study also found out that communication channels are adequate when communicating HR matters/changes to the employees. This concurs with Foot and Hook (2010) who states that effective communication and change management is crucial in HR strategies implementation. In order to be motivated to achieve organizations goals, its people need to understand what is expected of them and how their efforts contribute to their organizations success, hence the need for excellent communication systems.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing theobjective of the study.

5.2 Summary

The study established that the ministries regard their human resource as a critical component for service delivery and they value the human resource. The study also established that people are treated as valuable assets to the organization. Further, the study established that the primary role of the human resource officer is strategic partner in line management, integral member of senior management, functional administrator and operational expert.

The study found out that the Public Service Commission views HR Strategies as a body of the elite; views them as a way of ensuring organization effectiveness or service delivery; views them positively and as strategies that align service delivery to optimal staffing and commensurate with reward. The study also found out that HR strategies have been integrated into the Ministry's strategies to a large extent.

The study also found out that the organizational culture of the ministries is based on seniority and not healthy for the implementation of HR strategies especially performance based systems; rigid organizational culture which has made implementation of strategy difficult; closed and has impacted negatively on the implementation of organizational strategies. Further, on the strategies that are implemented in the Ministry and whether they are supported by documentation or they are implicit, the study established that the strategies implemented are: performance management,

upward progression, motivation, training and development, compensation, recruitment, retirement and discipline procedures. The study further indicated that the strategies are mainly documented but some are implicit.

The study further established that the HR strategies that are implemented to a large extent include human resource planning as shown by a mean score of 4.237, employee relations as indicated by a mean score of 4.060, recruitment and selection as expressed by a mean score of 3.955, training & development as indicated by a mean score of 3.910, employee separation as shown by a mean score of 3.896, performance management as indicated by a mean score of 3.781 and reward management as shown by a mean score of 3.638. On how best the HR strategy implementation can be carried out so as to add value to the organization it was recommended that there should be effective implementation and documentation; the top management should offer support and adequate resource allocation; there should be a major overhaul in the HR department; by involvement of officers; proper communication; and flexibility in work systems.

The study further established that the barriers to successful implementation of HR strategies in the Ministry include lack of management support; rigid work systems; lack of knowledge; communication challenges; resistance from employees; lack of top management support; inadequacy of follow up procedures; bureaucracy in the organization and inadequate finances.

The study found out that financial/cost implications have an influence in the successful implementation of HR strategies in the organization. The study also established that HR strategies and practices in the Ministry are not flexible to adapt to changing environments. In addition, the study out that HR strategies lead to resistance to change, lack of enough resources to implement strategy, political interference in HR issues. Furthermore, on how the effect of

political environment can be managed effectively it was recommended that the ministries should ensure that HRM and strategic management are at par.

The study also found out that communication channels are adequate when communicating HR matters/changes to the employees to a large extent. In addition, the study found out that top management support in implementing HR strategies is not adequate.

5.3 Conclusion

Based on the research findings, the study concludes that the ministries regard their human resource as a critical component for service delivery and they value the human resource. On the same the study concludes that people are treated as valuable by the ministries.

The study also concludes that the organizational culture of the ministries is based on seniority and not healthy for the implementation of HR strategies especially performance based systems and there is a rigid organizational culture in the ministries which has made implementation of strategy difficult.

The study further concludes that the barriers to successful implementation of HR strategies in the Ministry include lack of management support; rigid work systems; lack of knowledge; communication challenges; resistance from employees; lack of top management support; inadequacy of follow up procedures; bureaucracy in the organization and inadequate finances.

The study also concludes that financial/cost implications have an influence in the successful implementation of HR strategies in the organization. Finally the study concludes that communication channels are adequate when communicating HR matters/changes to the employees.

5.4 Recommendations

Based on the findings and the conclusions, the study recommends that all the departments in the ministries should work to improve and promote a healthy organizational culture which is flexible and can allow easy implementation of change. This is because it was found out that organization culture negatively affected the implementation of HR strategies in the ministries.

The study also recommends that the study recommends that before implementing the HR strategies, the HR department in the ministries should ensure that the strategies are well documented, evaluated for any issues and tested before they are implemented. This will help reduce resistance and ensure that the employees support the activities of the HR department.

The study further recommends that the top management should offer support and adequate resource allocation for the implementation of HR strategies. From the findings it was noted that most HR strategies fail due to poor support from the top management and the low level of finances allocated to the HR department.

The study also recommends that the HR department should come up with effective follow up procedures for the strategies in the implementation stage. This is very crucial as many strategies fail during this point. With an effective follow up of the strategies the department can identify the weak points of a strategy and work on improving them as well as strengthening the strong points for more support.

The HR department should ensure there are effective and adequate communication channels when communicating HR matters/changes to the employees. This will make it easier to read the reaction of the employees which will guide the HR department on how to proceed in order to fully effect the change.

5.5 Suggestion for Further Studies

This study focused on the challenges of implementing HR Strategies in the Civil Service in Kenya. A similar should be conducted in the private sector to find out whether it will yield the same results.

Further studies can also be done on the effects of implementing HR Strategies in the Civil Service in Kenya.

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