

**CHALLENGES OF HUMAN RESOURCE MANAGEMENT IN WAJIR PUBLIC  
SERVICE BOARD**

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**DECLARATION**

This research project is my original work and has not been presented for examination to any other university.

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## **DEDICATION**

This project is dedicated to my family for their aspiration, encouragement and prayers towards the successful completion of this course. I pay glowing tribute and gratitude to the Almighty god who has given me the strength and wisdom to undertake this course.

## **ACKNOWLEDGMENT**

I acknowledge my supervisor Florence Muindi for her guidance, throughout the developing of this paper. I also acknowledge the tremendous input from my from my friends and family which helped me cope with the great demands of developing this project. My final heartfelt gratitude is directed to God for continually supply throughout my education journey.

## ABSTRACT

Human Resource Management in the public sector is undertaken through the County Public Service Boards. The public service boards are therefore to be keen on gaining and maintaining talents since their private counterparts may outdo them in the strategically employing human resources. However, most of the public service boards in the country have experienced major challenges in executing their mandates. Besides, HRM is anchored on several theories connected to the character of individuals and institutions. This study was however anchored on two major theories: the social exchange theory and the resource based view theory. The research design employed in the study was a case study design since interview method was applied in collecting data. The researcher interviewed 4 respondents; 3 from the board committee and 1 from the board secretariat. The respondents from the board committee included the board chair, board secretary and one board member whereas those interviewed from the board secretariat included the human resource manager. The data obtained from the interviews was then analyzed using content analysis method. The researcher further established that the Wajir County Public Service Board encounters a number of challenges in executing its HRM mandate. The challenges include Inadequate funding, disparities in remuneration in the public service, delay in payment of salaries and poor working conditions for officers, Industrial Conflict, Lack of a Negotiating Framework, Shortage of good quality staff, inability to retain quality staff, wrong attitude towards performance management appraisal, poor reward management structures and insufficient staffing at the board. These challenges were identified to majorly influence the quality of service offered by the public service employees in the County. The results of the research recommends that the board should continually focus on a number of interventions that will include continued undertaking of its executive and advisory responsibility through issuing HRM policies, regulations and guidelines in order to avail direction and offer clarity on undertaking the various human resource functions in the County. The findings of the study are significant to the management and more specifically the human resources management within the county public service boards, policy makers within the public service department and to researchers and scholars.

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

<b>CIPD</b>	County Integrated Development Plan
<b>CPS</b>	County Public Service
<b>CPSB</b>	County Public Service Board
<b>HR</b>	Human Resources
<b>HRM</b>	Human Resources Management
<b>ICT</b>	Information Communication Technology
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>PPP</b>	public-private partnership
<b>RBV</b>	Resource Based View
<b>TNA</b>	Training Need Assessment

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Armstrong and Baron (2002) cited that HRM is a strategic and key methodology towards managing a firm's greatest assets; the employees that corporately add to the success of the organisation's goal. On the other hand, Keegan and Francis (2010) regarded human resources management as a thought revolving around how individuals need to be controlled and is anchored on several theories connected to the character of individuals and firms. Establishing an efficient HR system which is also compatible with an organisation's overall plan is key for the organisation's effective functioning and success (Wei, 2006). Within the private sector, it has been evidenced that Human Resources Management, contributes towards enhancing organizational performance outcomes (Wright et al., 2005). In implementing human resource practices, human resource managers deal with a various challenges ranging from the dynamic business environment of corporate planning that result to huge difficulties in explaining the future state of affairs (Armstrong, 2001), change in work processes and procedures demanding employees to learn new ways of doing things, resistance to change by the employees (Armstrong, 2005) among others.

This study will be underpinned on two major theories; the social exchange theory (Takeuchi et al., 2007) and RBV theory (Wernerfelt, 1984). The social exchange theory proposes that when an organisation invests in its people asset, its employees reciprocate these investment with efforts directed towards the organisation's benefit and interest. It generally views human resource management as a contributor to a strong psychological

agreement among the organisations and employees. On the other hand, the resource based view theory perceives an organisation as a historically established gathering of resources that are to a degree, constantly linked to the organisation' leadership. These assets generally include components such as human resources, capital and land. The theory further asserts that an organisation' performance is influenced by the firm' specific resources and internal capabilities that include its human capital.

Analysis conducted by the Civil Service Bureau (2013) on HRM systems utilized by public services in different nations revealed that the human resource management systems are executed in different shapes. Other nations put in place key departments managing HRM of all governmental arms centrally whereas other economies have this practice totally decentralized with the individual department providing human resource management services independently. In Kenya, the various counties are mandated to separately run their human resource management activities through the county public service boards. Besides, the PSBs are therefore to insist on gaining and maintaining talents since their private counterparts may outdo them in the strategically employing human resources (Muoki, 2011). Most of the public service boards in the country have experienced major challenges in executing their mandates (County Public Service Board, 2017). For instance, human resource management in Wajir County has had to grapple with employee turnover due to insecurity in the region and hostility among the host communities. Despite the impact that HRM bears in relation to the public sector and the major challenges it faces studies relating to the contribution of HRM in the growth of the public sector still remains scarce (Kwaliteitsh and vesten, 2009).

### **1.1.1 Human Resources Management**

Armstrong (2014) defined HRM as the coordination of a firm's employees, or human capital. The researcher adds that human resource management is also mandated to undertake the gaining, identifying, development, evaluation, and gifting of employees and also offering oversight to an organization's leadership. However, an argument by Catherine (2015) opined that there exists no common understanding of components that make up HRM and the HR practices more specifically in researchers that assess the association between human resource management and performance; Some researchers address only a few practices whereas others capture a great number of these practices with however many of them recurring quite often.

The management of employees has registered a number of transitions for years (Catherine, 2015). From the early studies conducted by Frederick Taylor (1911), human resource management came to existence after influences from industrial psychology, sociology and labor economics theory (Boxall & Macky, 2007). Catherine also indicated that further down the line, there was a change from in focus from personnel administration to human resource management. With this shift, the target of comprehending and achievement was changed from individual work performance to the general organisational efficiency. The concept of HRM was introduced by Guest in 1987 as a better methodology in personnel management. The introduction of human resource management allowed for a deeper inclusion of line-managers and a more strategic positioning with the firm in entirety. In addition, Guest emphasized on human resource management benefits to adjustability, quality and personnel commitment, which would further positively impact employee absence, turnover and work performance.

Prior studies on human resource management within the private and public sectors give a conflicting perspective of similarity versus dissimilarity (Crook et al., 2011). According to the similarity hypothesis that is anchored on institutional theory argues that the government based organizations implement HRM practices same to those utilized in the private sector with an aim of gaining legitimacy with reference to the need for higher cost-efficiency (Järvalt & Randma, 2010). Stavrou, Charalambous and Spiliotis (2010) opined that the government organizations are different in three major forms from the non-government firms: ownership (political communities against shareholders), source of funding (taxation against customers) and control (political against market forces). HRM in the government organisations is therefore seen to relate with soft behaviour and the ideal of “model employers” therefore putting standards that include employee development and equal chance at work which is viewed to be separate from the formal and calculative form of human resource management in the private sector.

### **1.1.2 Challenges of Human Resource Management**

So as to have efficient human resource management business and more specifically the human resource managers need to be informed on transformations in their internal and external environments alongside being able to point out the challenges they face (Snell & Bohlander, 2012). In the past few years both in scientific and professional literatures several significant discussions revolving human resource management and its related challenges. These literatures affirm that the current changes taking place in human resource management internal and external environments account for the main cause of these challenges (Storey, 2009). Storey further categorized these challenges as including

Changes in financial (talent gaining & management, employee reduced usefulness and change management); transforming set up of work (result focused, organizational culture and enhanced work traits and performance environment) and globalization and social transformations (varied work environment, diversity of personnel, geographically distributed groups and CSR).

Besides, Ekta and Nishalike (2012) asserted that human resource management within in organizations battle a number of challenges while responding to the changes in their environments. Changes in organization's environment that entail internal, micro and macro-environments, may sometimes give rise to employee redundancy. However, organizations are forced to fight in order to retain employees with exceptional skills and abilities (Kazi, 2011). Generally, according to the arguments by Storey (2009), human resources have emerged as organizations' driving force despite the many challenges they face. Therefore, an organisation's ability to respond to changes and challenges has turned out to be a key component of the organisation. Grazulis and Jagminas also added that organisations are now compelled to ensure that HRM continually evolves and adopts with respect to transformations in an organization's internal or external environment. A number of challenges have been identified with diverse researchers and assets to effectively reply to these challenges have been pointed out but it is still critical to identify the important one applicable to a specific organisations, sector or region in the context of a particular country (Meux, 2010).

### **1.1.3 Public Service Boards**

According to the report by the 2017 Ministry of Public Service, Youth and Gender Affairs report, the initial changes were only connected to the Civil Service neglecting other smaller sectors in the Public Service. As a result, this gave rise to a fragmentation methodology in the management of HR further giving rise to discordant internal firm structures, unclear grading systems, salary inequalities and utilization of varied norms. The promulgation of the Kenyan Constitution in 2010 added the fact through bringing to fore the devolved system of government and allowing for a link between the Central and County governments and other national agencies. Due to this, the management of HR within the Public Sector, has continually registered many approaches resulting to inconsistencies and disparities in human resource management. Among the areas where the weaknesses have been evidenced is in the compliance to good governance which include: professionalism, accountability, adherence to public service beliefs and adjustments to the populous needs.

According to County Public Service Board (2017) report, Public Service Boards were established under Section 57 of the County Government Act 2012. The Board has a total membership of 7; chairman, secretary and 5 members and its mandate is both executive and advisory. The major roles include: establishing and disbanding offices within the CPS; selecting individuals to work within its premises entail the Boards of cities and towns within the county; Undertake disciplinary duties within the county public service; prepare and submit regular reports to the county assembly relating to the undertaking of its mandate; promote within the CPS, values and principles spelt in Articles 10 and 232; undertake an evaluation and report on the degree to which these values and principles are

compiled within the CPS; anchor the establishment of streamlined, integrated HR planning and budgeting for employee reward in counties; Offer advisory services to the county government in relation to HRM; send recommendations to the Salaries and Remuneration Commission, in the place of the devolved government, on the salaries to be paid, pensions and gratuities for county's personnel.

#### **1.1.4 Wajir County**

Wajir County is located in the North Eastern region of Kenya. It is a part of the former North Eastern Province. The largest town which also doubles up as the county's capital is Wajir town. Other towns within the county include; Habaswein and Tarbaj towns. The County borders the counties of Mandera, Isiolo and Marsabit along Ethiopia and Somalia. In total, the county has an area of 56,685.8 square kilometers and a population of 661,941 hence a population density of 12/km<sup>2</sup> (KNBS, 2010). The report adds that the county is further subdivided into four constituencies; Wajir North, Wajir South, Wajir East and Wajir West. The County however had only one local authority, the Wajir County Council, as at 2010. The county is also divided into fourteen administrative divisions. The county only has a total of 88 health facilities which offers a major challenge to the populous of the county. Besides, the major economic activity in the region is livestock keeping.

County governments in Kenya are mandated with the implementation of devolution objectives with their impacted expected to transform the lives of the constituents in the various county. One of the major strategies undertaken by Wajir county government was the development of the first county integrated development plan (CIDP) in 2013 that



encapsulated a five year plan on development. It describes how the county intends to manage its resources including human resource management and development in order to bring development and services closer to the people of Wajir County. However the county has encountered a number of challenges in implementing CIDP. For instance, the county's human resource still lacks in aspects of professionalism, attracting and retaining talent, employee growth among others.

## **1.2 Research Problem**

HR managers contend with a mirage of challenges in the current business scenario while executing their mandate (Ekta & Nishalike, 2012). According to the duo, such challenges include employee diversity, continuous technological changes and transformation in political and legal environment and sustained adjustments in ICT. On the other hand, Snell and Bohlander (2012) pointed out the need to enhance the supplementary services, Managing Workplace Diversity and cross cultural communication, managing global workforce, employee empowerment and talent management as some the major challenges faced in human resource management currently and the future. According to Armstrong (2011), all these challenges exert a heavy and sometimes unattainable demand on human resource managers to attract, retain and improve talented employees. The human resources professionals can't overlook these challenges but are rather compelled to align, create and implement creative methods of enhancing skills and competencies of employees.

Human resource management in the sector is managed by different policies, legislation, regulations and guidelines that are spelled by separate firms. This has further led to

inconsistencies and disparities in the coordination of HR in the public sector. The report further asserts that the government identifies that the HRM is the driving force that sustains the socio-economic changes and growth of the entire nation. However, for the HR to efficiently push growth, there is a requirement for strategies to be established so as to enhance its impact. Since promulgation of the 2010 constitution, the public sector is faced with an increasing requirement to reveal its effectiveness (Muoki, 2011). Despite these efforts, the coordination of HR is still a challenge and still derails the Government's push towards attaining quality service delivery, national cohesion and reduction of poverty. Generally, previous studies have clearly evidenced and indicated that the impact of best HRM have a greater significance to organizational performance (Oluoch, 2013).

Muoki (2011) asserted that the lack of a well-organized HRM system in the Kenyan public institutions has given rise to ineffective operations of the county governments, including Wajir County, thus hampering economic growth and ailing development. Muoki adds that, for efficient operation of HRM at the county governments, an overall structure need to be established that ensures sufficient coordination of human capital. Human resource management in Wajir County has faced major challenges including employee turnover due to insecurity in the region and hostility among the host communities (County Public Service Board, 2017). For instance, the report further indicates that during the financial year 2016/2017 the Board appointed 41 officers to serve in various departments. These appointments were targeted at enhancing delivery of quality service to the public which is yet to be realised.

Human resource management has been an issue of interest to a number of researchers hence several studies have been conducted in line with this. For instance, Guile and Mariam (2015) carried out a research on human resource management and its challenges in the Public Sector of Georgia. The study identified reward management, employee training as the key challenges faced within the Georgia public sector. A study by Shalini (2014) on emerging issues and challenges for human resource management in public sectors of the Indian public sector banks. Shalini concluded that that the public sector banks have a challenge in retaining quality human capital. On the other hand, Naima, Ahlem and samia (2015) studied human resource management and public organizations but restricted their study to the Libyan public sector. These two studies concluded that the public sector in Libya encounters major challenges in relation to human resource management. the while Muoki (2011) assessed human resource management in the public sector analyzing challenges of human resource planning at the Ministry of Public Health and sanitation. Low staffing levels, inadequate resource allocation towards staff development and inadequate infrastructure were some of the identified challenges. None of these studies has been conducted on Wajir County. It is therefore clear from these studies that a need exists for a study on the challenges in human resource management in the county public service boards. This research will fill this existing knowledge gap by answering this research question: What are the challenges facing human resource management in Wajir county public service board?

### **1.3 Research Objective**

To determine the challenges of human resource management in county public service board at Wajir County.

#### **1.4 Value of the Study**

The results of this study were significant to the leadership and more specifically the human resources management within the county public service boards since they are provided with sufficient knowledge to enable them make informed strategic decisions on matters relating to human resource management. The findings can however also be implemented within other government departments and ministries.

The findings of the study are also key to policy makers within the public service department, the private sector and development partners as they provide a knowledge platform that facilitate their process of policy making in relation to HRM within the public sector.

The public sector human resource management have for a long time encountered a number of challenges. The study therefore enhanced the understanding on human resource management in relation to aspects such as managing staff attitude and behaviour, employee discipline, reward management, performance management recruitment and selection and planning and budgeting thus providing information to the relevant sector players on how to best implement strategies to curb these challenges.

The research also sought to avail to human resource management experts with relevant information on the challenges entailing the execution of the mandate of the public service board hence facilitating them in their human resources advisory services.

Lastly, the results of this study provided current literature regarding human resource management and its related challenges to researchers and scholars hence offered a knowledge platform that aids future studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Several studies have been conducted in relation to challenges in the public sector. This section therefore reviews the various researches hence providing literature on the theoretical review that covers two theories, the social exchange theory and the Resource Based View theory (RBV); aspects relating to challenges of human resource management in the public service board.

### **2.2 Theoretical Foundation**

The study' anchor theories were the social exchange theory as propounded Takeuchi et al., (2007) and the resource based view theory as argued by Wernerfelt (1984). The social exchange theory in this study viewed HRM as a social exchange process that results to benefits the involved organisation while the resource based viewed perceives an organisation's employees as possible productive resources.

#### **2.2.1 Social Exchange Theory**

The social exchange theory proposes that when an organisation invests in its people asset, its employees reciprocate these investment with efforts directed towards the organisation's benefit and interest (Takeuchi et al., 2007). Homans (1958) also pointed out that in the event that negative gains turn out to be more than the positive returns in an association, an entity may choose to abandon the association. This theory further asserts that a firm which gives much to others will also seek to secure an equal return from its beneficiaries, while the entity that secures much from others is forced to give an equal measure too. Associations involving two entities under this theory are enhanced by means of a sequence of transactions which give rise to benefits for the involved parties.

Thibaut and Kelly (1959) added that for an individual to keep a relationship several aspects that entail the comparison of the current, previous experiences and possible existing and attainable alternatives are valued.

Miller (2005) critiques the theory stating that it assumes that the ultimate goal of a relationship is intimacy and that human relationships are structurally linear which may not necessarily be the case always. The social exchange theory is relevant to this study since for the human resource to effectively push the growth process, there is a requirement for strategies to be established so as to enhance the interactions between the parties involved. People, organizations and businesses evaluate the current reward to cost ratio when they are to determine whether to sustain an association or not. In relation to services, considering the degree of interpersonal transactions needed to result into services, there is a degree of aspects to be considered including psychological and financial which may turn out to be disincentive for outcomes between a series of transactions within partners and possible alternatives that impact the degree of a person's commitment in relation to the existing relationship.

### **2.2.3 Resource-Based View**

The theory was propounded by Wernerfelt (1984) who asserted that the resource based approach defines an organization as a historically determined composition of resources that are to a degree linked to the organization's management. These resources generally include components such as human resources, capital and land. The theory therefore provides a platform for analyzing an organization's performance from a resource position (Lockett & Wild, 2014). According to the resource-based view (RBV) theory of an organization, the organization's performance is influenced by the firm's specific resources

and internal capabilities. This depicts that, in this theory, resources are distributed heterogeneously within a specific industry.

The term resources as used in the RBV refer to a firm's assets, capabilities, firm attributes, knowledge, organizational processes and information, knowledge, among others, that are managed by the organisation which enable the organisation to birth and implement strategies that enhance its efficiency and effectiveness (Wiesbaden, 2014). The potential services available associated with unutilized resources push managers to look for a chance to improve the organisation as they seek to enhance productivity with the resources as they also take advantage of the available economies of scale (Thompson & Wright, 2005). In their examination of the attitude towards growth among small business managers, Wiklund et al. (2003) concluded that managers belief on the consequences of growth determine if they shall expand their businesses or not.

The resource-based view (RBV) of an organisation asserts that an organization can enhance its overall performance through obtaining and retaining qualified employees besides identify key training and development programmes for them that will keep enhancing their ability for highest degree of performance (Wiesbaden, 2014). Generally by implications, the efficiency in training and learning is anchored on the design of the work associated knowledge, skills, capability, competencies and behavior which are key for enhanced performance which invariably be capable of impacting the firm's success. This theory is relevant to this study since human capital is viewed as an organisational resource thus employee training and development; attitude and behaviour and reward and performance management can utilized in enhancing performance of the public service.



## **2.3 Challenges Facing Public Service Boards**

According to an argument by Ekta and Nishalike (2012), HRM experiences challenges such as globalization workforce diversity, employee attitude and behaviour, continuous technological advances and transformation in political and legal environment and sustained adjustments in information technology. On the other hand, Snell and Bohlander (2012) pointed out the need to enhance the supplementary services, managing workplace diversity and cross cultural communication, managing global workforce, employee empowerment and talent management as some the major challenges faced in human resource management currently and the future.

### **2.3.1 Employee Behaviour and Attitude**

Van Wijk (2007) defined employee behaviour as the way in which an employee acts whereas attitude was referred to as the perception of employees towards an aspect within the organisations. Paauwe and Richardson (1997) clearly presented the difference between human resource management and human resource management outcomes. Human resource management practices are perceived as stimulus whereas employee's behaviour or attitude such as job satisfaction are viewed as effect (Van Wijk, 2007). To obtain more understanding on the behavioral outcomes, Perry, Mesch and Paarlberg (2006) provided an overview with findings on motivation of employees and improved performance within non-private organizations. From their findings, they argued that a motivational program entailing four aspects is important that include employee incentives, job design, employee participation and objective setting. However, they also asserted that within a public confine, financial rewards bear small positive influence on employee motivation alongside business performance. This is hugely as a result of the

conditions to utilize these incentives efficiently lack such as lack of sufficient resources for merit rewards and a lack of organizational and leadership traits that are key to provide reward for performance work.

According to Boxall and Purcell, (2008), job design is very critical towards motivating employees and organisational performance. They further argued that employments keen in motivating traits, such as significance of work, stir up the experienced importance of work among employees that improve the work outcomes. Another aspect referred to by Perry et al. (2006) was employee participation. The authors point out that participation has a positive effect on motivation but minor positive impact on employee's performance. They further assert that various contextual aspects could impact the association between participation and employee's performance. Besides, Perry et al. also viewed goal setting; specifically a key aspect being the inclusion of feedback. If employees are not aware of how they are required to do their job, they as a result may not know if they have to enhance their performance.

### **2.3.2 Employee Discipline**

According to Apalia (2017), discipline refers to training more specifically of an individual's mind and character focused at producing self-control, obedience and skillfulness. However, within the governmental arms, discipline implies to the conformity to service rules and regulations that describe the expected conduct and behavior of individual public officers (Muoki, 2011). Through the years, different firms have established different methodologies for providing employees with a formal chance to enhance unacceptable performance. The very initial well established introduction of

discipline within firms was developed in US in the 1930s in response to the worker's unions' to do away with summary terminations.

Disciplinary control is a key component of human resource management (Apalia, 2017). It is geared towards enhancing performance and productivity that are defined within the parameters of the principle natural justice. The organisational disciplinary undertakings are targeted at improving an individual's conduct. The disciplinary undertakings generally describe the action that will be triggered when an employee is involved in an activity contrary to the organisation's policies (Armstrong, 2011). According to the Chartered Institute of Personnel Development (2013), the powers and duties for government employees rest with the Public Service Board of Kenya as described in the Constitution of Kenya. As depicted by section 13 of the Service Board Act (Cap 185) the Board is mandated to establish regulations that would enhance the efficient undertaking of its functions. As a result, the Board has established regulations that entail those that define disciplinary control, powers to disseminate instructions and to prescribe forms disciplinary action. It is therefore the role of public service board to warn the employee before they land into problems for his teammates and organisation. A warning letter for instance describes the particular cause of warning and is indirectly a sign to the employee, that if they do not change their behaviour for the better, the organisation would be obliged to end their employment (Bewley, 2005).

### **2.3.3 Reward Management**

Reward management systems refer to strategies established within organisations towards equitable and consistent rewarding of employees (Lawler et al, 1992). These practices are turning out to be very common so as to align reward management with the key transformations that are taking place in the manner in which organizations are designed and managed. With these rewards being key from an employee perspective, the manner through which they are distributed and managed are key on the quality of work life alongside the effectiveness of organization (Oluoch, 2013). The author adds that organizations majorly are expected to undertake four issues that include; motivating employees to undertake their duties efficiently, attract talent to the organization, enhancing employee work commitment and motivating individuals through clarifying their positions within the organization structure. All these employee motivation aspects generally impact the performance of the organisation.

A number of principles have been identified that facilitate the establishing an effective reward management system that include giving value to the reward system and involving employees in determining the type of rewards being offered by the organisation (Armstrong, 2010). Armstrong further asserts that a number of employees prefer having their names in the company's newsletter while others prefer public recognition such as award ceremony. Besides, an elaborate procedure towards evaluating an employee performance should be put in place. However, the ever growing unemployment rate, wage bill, and financial transformations within the public service such as need for cost reduction directly influence human resources management through increased employee fears emanating from possible reductions in employment and reduced personnel

expenditure such as rewarding performance among the employees (Roche et al., 2013). These changes of are typically linked to recession crisis. According to Barauskas (2009), organizations, and in this case, the public service boards are compelled to reduce costs including remuneration and employee rewarding even though it has to be a coherent decision. Therefore changes in economic and financial status give rise to human resources management challenges that in include talent attraction and retention through reward management and redundancy management.

#### **2.3.4 Performance Management**

This refers to a scope of activities created to assist firms enhance the value addition of HR towards attaining goals and objectives of the organization (Austin, 2012). Austin adds that the current work structure and content have transformed greatly from what it was years ago. The changing nature of work give rise to challenges transforming a number of human resources management activities (Howlett, 2011). Current organizations require skilled employees, hence more focus is on human resource training whereas employees' skills and qualifications need to be established on the employee contribution to the organization's success (Heerwagen, Kelly, & Kampschroer, 2010). The authors further assert that human resources management needs to shift these established skills in order to attain the organization's objectives (Banfield & Kay, 2008) through developing a pay-for-performance or result-pay system.

Efficient performance management facilitate an organization in objectively and systemically rating employee performance alongside making available resources necessary to undertake that performance level and link it to compensation. The level of

efficiency of a business to sustain a particular standard of employees can be related to its power to control its staff and identify the contribution of each one of them. In the public sector, performance appraisal has been received with resistance (Banfield & Kay, 2008). They add that a well implemented performance plan facilitates an organization in achieving its key objectives. Employee performance measurements are however restricted within the public service boards with a lack of sufficient resource allocation and policy formulation. A number of other key aspects relating to performance management system have turned out to be challenges within the public service boards towards establishing a stable employee performance management structure. These include; a lack of clear compensation plan, clear remuneration management plan, and a well-structured periodic audit with disclosure of performance of management (Muoki, 2011).

### **2.3.5 Recruitment and Selection**

Recruitment and selection is the process of attracting and obtaining possible candidates for employment within an organisation (Crook et al., 2011). The authors add that the human resources department demands ought to have a well described recruitment and selection policies which are required to be diligently kept by those mandated to hire new employees. Job analysis is the most essential part of human resource activities. Recruitment and selection seeks to ensure that job descriptions and employees tasks synch with the given job description, thus improving the performance of an organisation. According to Adeyemi, Dumade and Fadare (2015). The effect of an organization's selection system impacts the overall business outcomes that include employee output and financial performance. They add that in the operations in any organization, recruitment

and selection is one of the key function of the human resources management and recruitment process is the initial step towards developing the competitive power of firms.

The recruitment process entails a systematic programme that captures the procedures from sourcing the candidates to planning and carrying out the interviews and demands a lot of resources including time (Fletcher, 2001). Besides, the process is conceived as the processes through which organizations obtain, communicate to and develop interest for the organisation from potential appointees, and finally determine if it would be in order to engage the services of any of them. Crook et al. (2011) affirmed that the progress, growth and success of any organisation is directly associated to the performance of the people engaged to undertake various roles on behalf of the organisation at agreed terms; employees are the key resource of any organization leaving it imperative for the right persons to be engaged for the right job hence recruitment and selection process turns out to be the most integral.

### **2.3.6 Planning and Budget**

According to Mutsuddi (2010), planning entails the establishing of objectives, the duties needed to attain the organization's goals, schedule of events and performance standards required to execute the organization's strategy and assigning individual accountability for results. On the other hand, Mutsuddi added that budgeting entails the identification, prioritization, acquisition, and allocation of the required resources to undertake the plan. HR planning first needs to be established in order for an organisation to be effective in HRM. It facilitates the organisation in placing the correct people, bearing the required skills and competences, within the correct place in all times (Armstrong, 2011).

The Chartered Institute of Personnel Development (2013) asserted that HR planning has however been denied the required attention in the Public Sector and where efforts have been established, there exists a lack of synchrony with the expectation of the HR requirements in Vision 2030, middle term set-ups and the labour market. The challenge is increased by the reality that HR planning is not linked-up with other operations and sometimes conducted in a manner that is not planned. The report also depicts that this has given rise to an over staffed public service that lacks sufficient technical skills with an excess supply of non-core staff besides succession coordination challenges. Efforts have been applied by the government through policy directives which demanded that all Public Service boards develop a skills management system that would give direction in recruiting, deploying, training and promoting staff. These strategies are yet to bear fruits as a result of absence in monitoring, evaluation and reporting methodology on skills managements also adding to the gaps in the just listed areas.



## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter describes the methodology that will be adopted by the researcher in undertaking the study. The section specifically covers the research design, the data collection procedures and tools and data analysis.

### **3.2 Research Design**

Lewis et al (2012), defined a research design as the adopted structure in relation to the investigation being undertaken and targeted at finding answers to the study objectives. The authors additionally asserted that the study design needs to describe the data sources and expected resource limitations that entail time, finances and ethical matters. To carry out this study, the researcher utilized a case study approach. According to George and Beunet (2005), this study design allows for an in-depth investigation depicting a number of resources required to explain a state in a detailed manner with particular focus and not generalization of the context. On the other hand, Zainal (2007) asserted that a case study type of design allows for information of causativeness association because it categories the particular context in general.

### **3.3 Data Collection**

The research relied on primary data collected from members of the board committee and member of the secretariat of Wajir Public Service Board using the interview guide. The researcher adopted the use of a semi-structured interview guide which allowed for a loose guide with general questions designed to give room to further conversations on the topic. This data was derived from the two management teams of the board; board committee and the board secretariat.

From the secretariat, the researcher interviewed the human resource manager, while the board chair, the board secretary and one board member were interviewed, representing the board committee. This category of respondents allow for a complete gathering of feedback thus enhancing the reliability of the findings.

### **3.4 Data Analysis**

Content analysis was used to analyze the data. A perspective by Mugenda and Mugenda (2003) viewed content analysis as a method utilized to make inferences through systematically and objectively pointing out particular traits of messages and utilizing the same to associate trends. Content analysis was then applied in comparing the theoretical approaches and documentations referred to in the previous section of this study. An argument by Kothari (2004) confirmed that content analysis allows a study obtain information that enables it assess factors that describe a particular phenomenon. Generally, content analysis was used to assess the interviewees' views on challenges of the public service boards in executing their mandate.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS**

### **4.1 Introduction**

This section summarizes and presents the results and interpretations of the study. The study utilized primary data which was obtained through interview guide. Analysis of this data was then conducted through content analysis in order to establish the challenges of human resource management in Wajir Public Service Board.

### **4.2 Background Information**

The background information captured by the researcher includes aspects on the interviewees such as position and length of service at the board, the set-up of the board and overall responsibilities for each organ in the board. This was summarized in section 4.2.1 and 4.2.2 below.

#### **4.2.1 Position and Length of Service**

The research interviewed a total of 4 members of the board committee and members of the secretariat of Wajir Public Service Board. From the secretariat, the researcher interviewed the human resource manager while the board chair, board secretary and one board member were interviewed, representing the board committee. This implied that information relating to challenges of human resource management in Wajir Public Service Board was collected from relevant personnel who were involved in the management of human resources in the county hence conversant with its operations. Besides, the interviewees indicated that they had been working for Wajir County Public Service Board for at least 2 years. This further enhanced the reliability of whatever information collected from the interviewees presenting it as a full representation of the organization as a whole.

#### **4.2.2 Board Set-Up**

The results established that the County's board membership comprises of seven members; the chairperson, 5 members and the secretary. The board undertakes its functions through the board committees that include the recruitment and selection committee, performance management and discipline committee and the finance planning and general purposes committee. Besides, the board implements its activities through a secretariat. Which is made up of five member staff and headed by the board' secretary human resource manager, administrative officer, records officer, driver and a messenger

#### **4.3 Activities Undertaken by the Board**

The researcher sought to determine the specific activities undertaken by the board in executing their constitutional roles. The roles include performance management; reward management; recruitment and selection; planning and budgeting; managing staff attitude and behaviour; employee discipline. The findings were as presented in the subsequent subsections.

##### **4.3.1 Performance and Reward Management**

The responses obtained in relation to the specific activities undertaken by the board on performance and reward management were also centered on the county government act. The specific activities under this role according to the feedback from the interviewees include offering professional advice to the County performance management framework, facilitate and ensure county employees' appraisal process is in line with the County departments' strategic goals and intents, Provide advice on and assess performance of all employees in the County' public service and relaying the feedback to the relevant authorities, addressing any matters including queries and concerns arising from

performance appraisal process rating, establish a reward and sanction structure and facilitate its implementation, develop a well-structured system of managing discipline cases for implementation in the County department, conduct periodic audits on unresolved employee disciplinary cases in the County departments.

#### **4.3.2 Recruitment and Selection**

The findings determined that the major responsibility for the county public service board is to undertake the role of recruitment and selection. The findings also indicated that to assess the success of the County, the key parameter is how effective the recruitment and selection of staff is undertaken since their quality determines the level of the County's achievements. Besides, from the findings of the study, the specific activities undertaken by the board in achieving this role include planning and undertaking job advertisement and addressing all matters relating to staff recruitment; preparation of guiding notes and providing secretarial services to the board preliminary selection boards quality assurance on applications; scheduling of interviews and inviting short listed candidates; availing the indents, application files, list of short listed candidates and the annual staff appraisal reports to the final selection board; dealing with all correspondence regarding employment in the County' public service; assess the human resource plans and development of guidelines for promotions and transfer of staff; advise on terms and conditions of service; facilitate review of the existing human resource manuals for the service and develop proposals relating to enhancement in the discharge of delegated powers.

### **4.3.3 Planning and Budgeting**

The researcher established that planning in the board generally facilitates the establishing of objectives, duties, schedule of events and performance and assigning individual accountability for results. On the other hand, budgeting majorly captures identification, prioritization, acquisition, and allocation of the required resources to execute the set plan. Specifically, it was evident that the board undertakes a number of specific activities in relation to the role of planning and budgeting. The activities include Conducting an analysis of the budget proposals for the board; developing proposals relating to financial planning for the board; making proposals on re-structuring and staffing of the board secretariat with an intent of managing the human resource financial budget and/or facilitate HRM planning; monitoring implementation of the board's strategic plan; proposing modalities and structures for collaboration and cooperation between the board and other bodies so as to enhance service quality; ensuring statutory compliance that includes annual audit. The committee also receives and securitizes and submit monthly report to the board while also handling any county assembly questions.

### **4.3.4 Management of Staff Attitude, Behaviour and Discipline**

The findings revealed that the board does have an indirect mandate to manage the County employees' attitude. The results revealed that the secretariat facilitates the management of staff attitude within the county as it is a prerogative to the success of the county. According to the responses obtained, activities relating to staff attitude revolve around their satisfaction to the various responsibilities they are to execute, commitment to their work and motivation to daily undertake their jobs. The board therefore indirectly acts as a stimuli towards optimizing employee satisfaction, commitment and motivation. The

interviewees listed four major activities that the board undertakes so as to enhance employee attitude that include advocacy of proper incentives, facilitating the designing of jobs that may improve their motivation and commitment, developing platforms that allow for employee participation in the various activities within the county and assist in goal setting that would positively impact employee motivation.

In relation to the management of employee behaviour, the results confirmed that the county' public service board is mandated to undertake a number of activities that sustain the public sector values and principles as described in the public service act. These activities entail promotion of values and principles referred to in article 10 (232) of the constitution that relate to the public service. These values include high standards of professional ethics among the county staff, effective and efficient utilization of public resources, timely and transparent provision of services and accountability; monitoring, evaluating and reporting the degree to which these values and principles are adhered to within the county' public service; make recommendations arising from the findings in this report; facilitate the developing of tools that assist in the investigation, monitoring and evaluation of the organization, administration and employee practices in the public service; propose programmes and activities that promote the public service values and principles; develop a code of conduct for the County' public service and offer oversight in relation to compliance to the public ethics acts.

#### **4.4 Achievements of the Board**

The board has also steered the job evaluation exercise under the guidance of the salaries and remuneration commission throughout the County. From the findings, a total of 306 jobs were evaluated from various departments within the county in the last 2 years. The

departments include the Governor's office; water, irrigation, environment and natural resources; finance and trade; lands; health services; education and ICT; agriculture and the county public service board. Besides, the board has taken initiatives to assess capacities within the various departments and thereafter proposed proper designation and deployment of employees within the county public service. These evaluations further facilitated the identification of various challenges affecting the County's public service. The board also successfully facilitated the formulation of a 5 year Strategic Plan that is awaiting implementation. The document points out four key objectives that are in line with the mandate of the board. The objectives include institutional capacity building and development; HRM; establishing a high performing, engaging and customer oriented public service and change management within the public service.

In relation to the recruitment of candidates for various positions, the board has successfully facilitated the recruitment and selection of candidates to fill various positions advertised. The board has also managed to effectively undertake delegation of roles to the Chief Officers, by giving them responsibility of handling specific matters related to Human Resource in their various departments. The board has further enabled the establishment of the County Human Resource Advisory Committee, which deals with various human resource issues before forwarding recommendations to the board. This committee provides a platform to the Chief Officers to own the handling of all Human Resource matters in their various departments.

Guidelines on promotion of employees within the County's public service were also developed by the board. These guidelines spell out how promotions will be undertaken in the County alongside the other various responsibilities. As a result of a number of



undisciplined cases among the county employees, disciplinary guidelines were also formulated through the facilitation of the board and further implemented through the secretariat. The disciplinary guidelines explained procedures of handling disciplinary cases, roles and the timelines to be considered in attending to disciplinary matters. The board has undertaken its critical mandate in supporting healthy labor relations within the public service of Wajir. In a number of instances, the board has facilitated the engagement with the Trade Unions on particular issues. Besides, the board has also continually offered advisory to the County Government on matters labour and labour disputes. At some instances, the board enabled the disputing parties arrive at a compromise through organizing for meetings between the concerned parties.

#### **4.5 Challenges Facing Wajir County Public Service Board**

The researcher sought to determine and describe the challenges facing the Wajir County Public Service Board in executing its mandate. The findings were collected, analyzed, summarized and presented in the below sub-sections. The challenges were identified in relation to the various roles of the county public service board.

##### **4.5.1 Challenges in Employee Discipline**

The findings indicated that the board is mandated to exercise disciplinary control over and remove individuals holding or acting in offices in public service. This duty is aimed at ensuring that the County's public employees attain a high standard of ethical conduct and work performance. The board frequently has had to deal with a number of indiscipline cases among the county employees. For instance, in the last two years, the board has received 21 discipline cases from within various departments in the County.

The results further indicated that of the 21 discipline cases, 19 were discussed and resolutions made. The remaining 2 disciplinary cases were referred to the County Human Resource Advisory Committee for further recommendation. Of the 19 resolved employee discipline cases, 4 employees were dismissed, 7 were interdicted, 5 were penalized whereas the remaining 2 were reinstated. Apart from having to deal with huge numbers of indiscipline cases, the county' performance management and discipline committee is greatly interfered with in undertaking its disciplinary role. Besides, the various forms of disciplinary actions as recommended by the board are not well adhered within the public service in the County government.

#### **4.5.2 Challenges in Reward and Performance Management**

The results also identified a number of challenges facing the Wajir County board in relation to reward and performance management. From the findings, it was evident that there still exist huge disparities in remuneration between the employees of the former local council and those hired the current devolved government. These disparities have reduced the morale of some of the employees alongside having to deal with numerous complaints from these staff. This has further impacted negatively service delivery. Besides, the county staff also frequently suffer from delayed in payment of salaries occasioned by late disbursement of funds by the central government to the county thus resulting to the county having to deal with numerous industrial unrests which interfere with service delivery within the county. Delayed payments also work as a hamper towards attracting and retaining good talent and skill within the county's public service. On the other hand, a lack of a well-structured negotiating framework for managing

industrial disputes between the County government and employees has given rise to delays in solving disputes thus delayed signing of a collective bargaining agreement.

The adopted reward system fails to attach value to its process and less involves employees in determining the type of rewards being offered by the county government. Besides, the rewards system is not consistently utilized thus operates in an ad hoc manner. Failing to involve the public service employees in determining the nature or type of reward has resulted to a less satisfied and motivated employees. It was also evident that the ever growing unemployment rate, wage bill, and financial transformations within the public service such as need for cost reduction directly influence human resources management through increased employee fears emanating from possible reductions in employment and reduced personnel expenditure such as rewarding performance among the employees. The results further confirmed that lack of sufficient resources in the public sector, has further compelled the Wajir County to reduce its operational costs including remuneration and employee rewarding.

On the other hand, performance management also faces a mirage of challenges with the major one being that it is yet to be fully embraced within the County's public service. This challenge is partly be explained by negative performance management culture within the public sector and delay in designing and implementing the Performance Management Plan as described in section 47 sub-section 1 and 2 of the County Government Act with efficient performance measurement instruments to assess the performance of the County's public service and implementing various government policies.

### **4.5.3 Challenges in Recruitment and Selection**

The results established that the Wajir county public service board has a well described recruitment and selection policies which are however not diligently kept by those mandated to hire new employees. The policies are negatively influenced by political interference and interests, ethnic interests, tribal interests and corruption. The policies demand that recruitment and selection of staff within the County's public service should consider aspects such as county of origin, ethnic composition, sub-county of origin, ward of origin, gender, age and more specifically academic qualification. These extensive demands have also proved to be unattainable in the recruitment processes since at some point the requirements overlap, for instance, key aspects such as education qualification may be left unconsidered so as to meet the origin or gender demands.

Recruitment and selection seeks to ensure that job descriptions and employees tasks synch with the given job description, thus improving the performance of an organisation. However, job analysis which is the most essential part of human resource activity is not so well undertaken during the recruitment process as external interests play a key role in diverting the recruitment process. The findings further revealed that even with the board having discouraged the hiring of casual workers thus recommending the utilization of staff employed on regular basis it was observed that departments were recruiting casual workers to perform tasks of regular nature that would be performed by regular officers. Besides, a number of departments still operate with excess staff thus increase overall wage bill for the county.

The board has also had to contend with the challenge relating to implementation of staff promotions that have stuck for a long time. This is in the wake of an advisory from the

board to the County Government on the methodologies that also capture having an efficient performance management system, personalized schemes of service and developing budgetary plans for promotions across all departments. A lack of quality management staff well versed in management of government at senior executive levels alongside other technical staff that include engineers, education experts, economists, advocates, doctors, among others also continue to be a challenge. This is mainly attributed to the exit of these technical staff to greener pastures such as the private sector and foreign economies. Other challenges identified include a lack of clear staff establishment. Most of the staff in the departments within the county's public service do not have a clear structure of reporting. A great number of county staff do not know what their responsibility and therefore incompletely comprehend their job descriptions of the posts they hold. Besides, there is also a mis-deployment of employees that entails wrong placements and in-sufficient or no skill.

#### **4.5.4 Challenges in Planning and Budgeting**

The findings in relation to planning and budgeting revealed that these aspects are key in enhancing the overall performance of the county and more specifically providing quality service to the constituents of the County. The respondents indicated that budgeting and planning around human resource is a prerequisite for an efficient human resource management as this ensures that the county has set aside the right amount of resources and has the right people, with the right skills and competences, in the right place always. The interviewees however revealed that human resource planning and budgeting has not been accorded the necessary attention in the County's public service and where attempts set have not been synchronized with the aspirations of the human resource requirements,

medium term plans and the labour market requirements. This challenge is further compounded by the fact that human resource planning is not integrated with other human resource functions and is at times carried out on an ad hoc manner. The lack of planning has also resulted to a bloated public service which is also characterized by shortage in technical skills and surplus in non-core staff and succession management challenges. Even though through policy the Government has offered a direction where the public service board ought to establish a skills inventory, guide recruitment, deployment, training and promotion of staff. This effort has however, not realized the desired outcome due to lack of support from the various major stakeholders, monitoring, evaluation and reporting mechanism on skills inventory developed, and has contributed to gaps and imbalances, in the aforementioned areas.

Inadequate funding also greatly affect the implementation of planned HR development programmes and activities. The Board has in many times been forced to reduce or postpone the number human resource programmes which in turn overly curtail service delivery in the county. The job market has continued to register transformations, more specifically in the technological arena. From the findings, it was evident that the County' public service board still lags behind in adopting technology in most of its human resource processes. Resource allocation, a lack of sufficient planning and fear loss of employment opportunities are the main reasons behind this. Generally, the findings indicated that there was a challenging role of adopting workplace to the fast technological transformations which affect the type of job and give rise to obsolescence. Advanced technology has tendency of reducing availability of jobs that need little skill and increasing the jobs that call for considerable level of skill, an aspect that the county is not

able to cope with. The fears on new technology is that they result to unemployment and in other hand, there also emerges scarcity of skilled human resource. Therefore, technological change brings difficulties and challenges in organization.

#### **4.5.5 Other Challenges**

The respondents also listed a few other challenges that impact the public service board in the County. For instance, the results noted that most of the human resource officers deployed in the board were employees who worked in the former Wajir local authorities. This posed a challenge to any intention to instill a more impactful work culture and ethics more specifically if it is viewed to threaten this category of employees. It was also evident from the findings that the existence of limited training in key human resource functions such as statutory deductions, pension management, and health cover among others has turned out to be an avenue of numerous labor disputes. This has further affected the quality of work offered by these employees. The respondents also indicated that the board is understaffed; having to undertake its role with only 5 member secretariat team. Thus has resulted to it under delivering in its oversight role further resulting to a lower service quality within the public service.

The findings also evidenced that employee behaviour and attitude is a major challenge with the public service in Wajir County. The respondents attributed this behavioral and attitudinal challenges to the working conditions and culture within the County. The results also indicated that little interest has been given towards addressing employees' behaviour and attitude at workplace within the County. As it is with the public sector, individual employee behaviour within the county public service has resulted to poor service quality offered to the constituents of Wajir County. It was clear from the results

that the employees within Wajir County public service show less commitment to their work and lowly motivation to daily undertake their jobs. The respondents further indicated that the board has had difficulties in stimulating the employees towards optimizing as a result of insufficient resources to facilitate employee motivation and existence of limiting bureaucracies. Besides, the currently developed platforms do not allow for close watch of the employee and their participation in the various activities within the county thus acting as a catalyst of wrong behaviour and attitude among the employees.

#### **4.6 Management of Challenges in Wajir Public Service Board**

The board is mandated constitutionally to undertake the management of the human resource activities within the Wajir County Public Service and attaining efficiency in providing quality service to the constituents of the County. In order to attain this in the backdrop of the many challenges faced by the board, the results revealed that the board focuses on a number of interventions that include continued undertaking of its executive and advisory responsibility through issuing HRM policies, regulations and guidelines in order to avail direction on undertaking the various human resource functions in the County. The board will therefore specifically develop, review and consolidate all HRM guidelines alongside other initiatives and link them to other developed legislative frameworks. Besides, so as to see to it that the delegated HRM powers and functions are efficiently executed, the board will continue to offer support to the authorized officers in implementing the decentralization policy on HRM through conducting frequent consultation and sensitization programmes to all stakeholders. In addition, the board will enhance its capacity to manage the oversight responsibility of ensuring that delegated



functions are efficiently undertaken within the existing laws, policies and legislation for effective service delivery.

As established in the study, performance and reward management are key in enhancing productivity and socioeconomic development of the County. The respondents indicated that in order improve productivity in the public sector within the County, the board will continually undertake a review of the county's departmental structures so as ensure they are in line with the strategic plan and their respective roles and ensuring that they are sufficiently staffed, review the Performance Appraisal tools to enhance its objectivity and sensitize staff and key stakeholders on the revised changes, collaborate with County Government in order to introduce a resource friendly rewards framework so as to motivate the employees, develop a career progressive plan that is anchored on employee performance in collaboration with the county government.

The board will also seek to secure funds in collaboration with the county government that will allow it provide welfare programmes for employees within the County's public service. The progressive provision of funds will cater for staff car loans and mortgages. The results also indicated that so as to deal with the existing salary disparities within the county's public service, the board will continually undertake a consultative engagement with the SRC and other stakeholders with the intent to establish comprehensive methodologies of harmonizing remuneration within the County's public sector. The board will also carry out a departmental Training Need Assessment (TNA) with the county government so as to offer the required training in order to improve employee performance and delivery of service within the County.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

### **5.1 Introduction**

The key objective of this research was to establish the challenges facing Wajir County Public Service Board in executing its HRM mandate. As a link to the previous chapter, this section therefore, presents the summary of the findings, conclusions and recommendation resulting from the findings determined, implication of the study to theory, policy and practice and suggestion for further studies.

### **5.2 Summary**

This study aimed at assessing challenges in public service boards with a keen look at Wajir County. The findings were based on the mandate of the County's public service board. The study interviewed the human resource manager, the administrative officer, the records officer, the board chair, the board secretary and one board member. From the results, it was established that both respondents had served the County in their current capacities for not less than two years. This therefore enhanced the reliability of the information collected and analyzed since based on experience, the respondents were conversant with HRM operations in the County. The study also established that the board undertakes its functions through board committees that include the recruitment and selection committee, performance management and discipline committee and the finance planning and general purposes committee. Besides, the board implements its activities through a 5 member secretariat: board secretary, human resource manager, administrative officer, records officer, driver and a messenger.

In relation to activities undertaken by the board with reference to employee behaviour and attitude, the findings revealed that activities relating to staff attitude revolve around their satisfaction to the various responsibilities they are to execute, commitment to their work and motivation to daily undertake their jobs. The board engages in advocacy of proper incentives, facilitating the designing of jobs that may improve their motivation and commitment, developing platforms that allow for employee participation in the various activities and assist in goal setting that would positively impact employee motivation. In relation to the management of employee behaviour, the board undertakes activities that sustain the public sector values and principles through monitoring, evaluating, reporting and recommendations. In relation to performance and reward management, the board offers professional advice to the County performance management framework, facilitates employees appraisal process, provide advice on and assess performance of all employees and address queries on appraisal process, establish and implement a reward structure.

The board also achieves its selection and recruitment role through planning and undertaking job advertisement; preparation of guiding notes and providing secretarial services to the board preliminary selection boards; scheduling of interviews; availing annual staff appraisal reports to the final selection board; dealing with all correspondence regarding employment; assess the human resource plans and development of guidelines for promotions and transfer of staff; advise on terms and conditions of service and facilitate review of the existing human resource manuals. It was also evident that the board undertakes specific activities in relation to planning and budgeting. The activities include conducting an analysis of the budget proposals for the board; developing

proposals relating to financial planning for the board; making proposals on re-structuring and staffing of the board secretariat; monitoring implementation of the board's strategic plan; proposing modalities and structures for collaboration and cooperation between the board and other bodies; ensuring statutory compliance and scrutinizing and submit monthly report to the board.

The results further evidence that the board had registered a number of achievements including steering the job evaluation exercise, successfully facilitated the formulation of a 5 year Strategic Plan, successfully facilitated the recruitment and selection of candidates to fill various positions advertised, effectively undertaken delegation of roles to the Chief Officers, establishment of the County Human Resource Advisory Committee, developed guidelines on promotion of employees, formulated disciplinary guidelines, effectively supported healthy labor relations within the public service and offered advisory to the County Government on matters labour and labour disputes.

The findings revealed that employee behaviour and attitude is a major challenge with the public service in Wajir County as a result of the working conditions and culture in the County. The results also indicated that little interest has been given towards addressing employees' behaviour and attitude at workplace within the County. It was clear from the results that the employees within Wajir County public service show less commitment and motivation to their work and bear low motivation to daily undertake their jobs. Besides, the board has had difficulties in stimulating the employees towards optimizing as a result of insufficient resources and limiting bureaucracies whereas developed platforms do not allow for close watch of the employee and their participation in the various activities

within the county thus acting as a catalyst of wrong behaviour and attitude among the employees. Performance management and discipline committee is also greatly interfered with in undertaking its disciplinary role with its recommendations not being well adhered to.

The results also identified a number of challenges facing the Wajir County board in relation to reward and performance management as including huge disparities in remuneration between the employees of the former local council and those hired the current devolved government, delayed payment of salaries occasioned by late disbursement of funds resulting to numerous industrial unrests and hampering the attraction and retaining of good talent and skill, a lack of a well-structured negotiating framework for managing industrial disputes resulting to delays in solving disputes. In addition, the adopted reward system does not attach value to its process, less involves employees in determining the type of rewards and operates in an ad hoc manner. The results further confirmed that lack of sufficient resources in the public sector, has further compelled the County to reduce its operational costs including remuneration and employee rewarding. On the other hand, performance management also faces a mirage of challenges with the major one being that it is yet to be fully embraced within the County's public service with it being partly explained by negative perception to performance management within the public sector and delay in designing and implementing the Performance Management Plan.

With reference to employee recruitment and selection, the results established that most of the county's recruitment and selection policies are not diligently kept by those mandated to hire new employees. The policies are also negatively influenced by political

interference and interests, ethnic interests, tribal interests and corruption. There also exists extensive demands on the process of recruitment and selection which have also proved to be unattainable. The findings further revealed that departments kept recruiting casual workers to perform tasks of regular nature that would be performed by regular officers alongside a number of these departments operating with excess staff thus increase overall wage bill for the county. The board has also had to contend with the challenge relating to implementation of staff promotions that have stuck for a long time. The board is also faced with the challenge of exists of technical staff to greener pastures such as the private sector and foreign economies. Besides, it was also evident that there exists a lack of clear staff establishment, clear structure of reporting and mis-deployment of employees.

The findings in relation to planning and budgeting revealed that human resource planning and budgeting has not been accorded the necessary attention in the County's public service and lacks synchrony with the aspirations of the human resource requirements, medium term plans and the labour market requirements. The lack of planning has also resulted to a bloated public service which is also characterized by shortage in technical skills and surplus in non-core staff and succession management challenges. The HRM planning and budgeting process suffers from a lack of support from the various major stakeholders and inadequate funding. The Board has in many times been forced to reduce or postpone the number human resource programmes which in turn overly curtail service delivery in the county. The County' public service board still lags behind in adopting technology in most of its human resource processes. Other identified challenges included difficulty to instill a more impactful work culture and ethics more specifically if it is

viewed to threaten employees from the previous local authorities. It was also evident from the findings that the existence of limited training in key human resource functions such as statutory deductions, pension management, and health cover among others has turned out to be an avenue of numerous labor disputes. Besides, it was clear that the board was understaffed resulting to under delivery in the board's oversight role.

In order to attain its mandate in the backdrop of the many challenges faced by the board, the results revealed that the board focuses on a number of interventions that include continued undertaking of its executive and advisory responsibility through issuing HRM policies, regulations and guidelines in order to avail direction on undertaking the various human resource functions in the County. In addition, the board will enhance its capacity to effectively manage its oversight responsibility. In order to improve productivity in the public sector within the County, the board will continually undertake a review of the county's departmental structures to align them with the strategic plan and their respective roles and ensuring that they are sufficiently staffed, review the Performance Appraisal tools and introduce a resource friendly rewards framework so as to motivate the employees. The results also revealed that a career progressive plan and a welfare programme for employees will be developed. On the other hand, salary disparities will be addressed through a consultative engagement with the SRC and other stakeholders. A departmental Training Need Assessment (TNA) will be conducted so as to offer the required training.

### **5.3 Conclusion**

From the results of the findings, the study concluded that the Wajir County Public Service Board is constitutionally mandated to undertake a number of human resource management roles. These roles include managing staff attitude and behaviour, employee discipline, performance management, reward management, recruitment and selection and planning and budgeting. The specific activities undertaken by the board range from advocacy, policy making, strategic planning, oversight and policy implementation.

The result also concluded that the board had registered a number of achievements in relation to its HRM roles that include steering the job evaluation exercise, successfully facilitating the formulation of a 5 year Strategic Plan, successfully facilitated the recruitment and selection of candidates to fill various positions advertised, establishment of the County Human Resource Advisory Committee, developed guidelines on promotion and discipline of employees, effectively supported healthy labor relations through offering advisory and policy development.

The researcher further concluded that the Wajir County Public Service Board encounters a number of challenges in executing its HRM mandate. The challenges include Inadequate funding, disparities in remuneration in the public service, delay in payment of salaries and poor working conditions for officers, Industrial Conflict, Lack of a Negotiating Framework, Shortage of good quality staff, inability to retain quality staff, wrong attitude towards performance management appraisal, poor reward management structures and insufficient staffing at the board. These challenges were identified to majorly influence the quality of service offered by the public service employees in the County.



The study also concluded that a number of intervention measures have been undertaken by the Wajir County Public Service Board. The interventions capture developing, reviewing and consolidating all HRM guidelines alongside other initiatives and link them to other developed legislative frameworks. These guideline will capture issues around staff appraisal tools, framework for staff rewarding and training needs.

#### **5.4 Recommendations**

From the results of the study, the researcher recommends that the board should continually focus on a number of interventions that will include continued undertaking of its executive and advisory responsibility through issuing HRM policies, regulations and guidelines in order to avail direction and offer clarity on undertaking the various human resource functions in the County.

In addition, the researcher recommends that the board should seek to introduce a well-structured and resource friendly employee reward system so as to motivate the employees and thus enhance their attitude towards work. This can also be further enhanced with the establishment of well-structured career progressive plan and a welfare programme for the employees.

In addition, the board should seek to intently solve the salary disparity issues so as to reduce assist manage labour unrest in the county and also enhance employee satisfaction within the public service. Besides, so as to enhance its ability to offer oversight of HRM activities in the county, the study recommends that the board needs to improve its number of staff in the board secretariat. A departmental Training Need Assessment (TNA) should

also be conducted to identify the specific training needs for the County employees thus improving the service delivery.

### **5.5 Implication of the Study on Policy, Theory and Practice**

The findings of this research are critical to policymakers within the public service sector and more specifically the County Public Service Boards since they provide them with a platform in developing policies aimed at improving the formulation of policies, guidelines and legal frameworks around management of public service boards. These guidelines will in turn facilitate the enhancement of service delivery within the public service and more specifically counties alongside reducing industrial labour unrests.

The results are also critical to future scholars and researcher because they avail a platform for future studies through offering relevant literature that supports future studies linked to this current research. Such supported study areas majorly include public service and Human Resources Management. The results also improve the existing theoretical and empirical knowledge on human resource management and the public service.

On theoretical grounds, the results of this study enhance the knowledge on the social exchange theory as propounded Takeuchi et al., (2007) and the resource based view theory as argued by Wernerfelt (1984). Through respectively advocating for organisations to invest in its people asset, who reciprocate these investment with efforts directed towards the organisation's benefit and through enhancing the view of an organisation through a perspective of specific resources and internal capabilities that influence its performance.

## **5.6 Suggestions for Further Studies**

The study's main objective was to establish the challenges affecting public service board in executing their mandate. The study was however limited to the County of Wajir. Public service is a matter of interest in the entire public sector. Therefore, similar studies can be conducted on other study areas other than Wajir County, such as other counties, government parastatals and other government institutions so as to enhance the reliability of the findings of this research. In addition, similar research may be conducted that assesses the relationship between challenges of Human Resource Management and the performance or service delivery within the public sector.

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## **APPENDICIES**

### **Appendix I: Interview Schedule**

1. What specific activities has the board undertaken in relation to its roles as indicated below?
  - i. Managing staff attitude and behaviour
  - ii. Employee discipline
  - iii. Reward management
  - iv. Performance management
  - v. Recruitment and selection
  - vi. Planning and budgeting
2. What specific achievements has the board achieved in undertaking its roles as indicated above?
3. Are there any challenges that the board encounters in undertaking the above stated roles?
4. What strategies does the board utilize to manage these challenges?

**THANK YOU**