

**ASSESSMENT OF FACTORS INFLUENCING THE
IMPLEMENTATION OF HUMAN RESOURCE POLICIES AT THE
COUNTY GOVERNMENT OF KISUMU, KENYA**

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DECLARATION

This research project report is my original work, thus has not been tabled for the conferment of a degree in any University.

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DEDICATION

To my late Father-Steven Ogunyo, Mother-Margaret Ogunyo, my loving Husband-J.P.

Oduor and my beloved Children for love and support.

ABBREVIATIONS AND ACRONYMS

HRP	Human Resource Policies.
HRPPM	Human Resources Policies and Procedure Manual
IPPD	Integrated Payroll and Personnel Database.
PSC-HRPPM	Public Service Commission-Human Resources Policies and Procedure Manual
TNA	Training Needs Assessment

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ABSTRACT

Implementation of Human resources policies are guided by several factors that vary according to organizations. While many organizations are capable of formulating policies, implementation of the policies may meet a dead end due to certain factors both within and outside the organization. The objective of the study was to explore the factors affecting implementation of human resource policies at the County Government of Kisumu. The study adopted case study research design. The study Interview schedule was used to collect data from twelve Chief Officers who are key implementers of the human resources policies at the county Government of Kisumu. Face to face interview was conducted personally by the researcher. The primary qualitative data were analyzed using content analysis. The information was presented via citations and qualitative review of responses within the dictates of content analysis. The study revealed that some policies were in operation while others were not fully in operation. The study found that National Government regulations had much influence on the implementation of Human Resource Policies. Staff training and development, organization culture and top level management support exhibited positive influence whereas; effective communication was positive but had less influence on the implementation of Human resource policies in the County Government of Kisumu. Politics registered negative influence on the implementation of human resource policies. The study recommended County Government of Kisumu should ensure that all policies are in operation as guided by the National Government. An environment that is accommodative should be created devoid of politics to improve on policy implementation. Top leadership involvement, positive culture, effective communication, training and development of employee should be allocated resources to attain optimal implementation of Human Resource Policies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In order to attain human resource cum overall objectives of the organization, a corporate thinking is required which will guide decisions at operating level. This calls for human resource policies which provide the basis for uniformity as well as consistency (Gupta, 2009). A policy is collection of values and regulations that are formulated, redefined and broken into details for decision making in a number of actions (Mamoria and Gankar, 2011). Human resource policies enable organizations to communicate values and expectations, comply with legislations, document best practices that are beneficial to the organization (Awuor and Omollo 2015). Studies have shown that several Human Resources Management policies are influenced by organizational contextual variables such as ownership, age and size of the firm. According to Armstrong (2012), human resource policies are continuing guidelines to manage employees of a firm. These human resources policies provide generalized guidelines which aim at ensuring that all Human Resource matters are dealt with always in accordance with the ideals of the firm and established doctrine. Graham (2008) explains that, well-constructed personnel policies are very important for the well-being and long term survival of the firm.

This study was anchored on Human Capital theory (Becker, 1969) and Resource based view theory (Barney, 1991). Human Capital Theory denotes developing staff amount to capital injection in business as it brings out worthwhile returns (Becker, 1969). Resource Based View Theory holds a firm is bundle of resources and capabilities and by

combining such heterogeneous resources including human capital and capabilities in an effective manner, it can lead to value creation (Barney, 1991).

The County Government of Kisumu is coded as forty second county amongst the forty seven counties created by the County Government Act 2012 after adoption of the current constitution in 2010. Article 189, provides that the National government and county governments should offer help, support as well as consult, effect the legislation as appropriate, link with government at the other level with the intention of coordination policies, sharing information, enhancing capacity and administration. In this regards, the County Government of Kisumu domesticated the Human Resources Manual 2016 to enable the administration of the human resource policies within the county departments. According to Auditor General (2015), report for 2013/2014 highlighted that Kisumu County utilized Ksh.45, 519,169 for Scholarships and other educational benefits to staff. However, the criteria used to award the scholarships could not be availed. This poses doubt whether Kisumu County had training policy and if they were applied properly.

1.1.1 Human Resources Policies

According to Armstrong (2012), Human Resources policies are consistent guidelines on the management of human capital within an organization which present the values and philosophies of the organization on treatment of its people. Managers derive the lines of action when dealing with human resource issues within the organization from human resource policy guidelines. Cole (2008), argues that human resource policies can be expressed in general terms but it communicates the organization's long term view of how it intends to conduct its employee relations.

Human Resources policies can be described in terms of: Human Resources records maintenance, compensation and benefits, counseling of employee, recruitment, selection, training and development, orientation, administration, and labor relations (Armstrong, 2012). Nzuve (2010), concurs that human resource policies can be specific or general, abstract or concrete or short or long term, and can be crafted at top level or lower level management in the organization. Top level management makes policies that apply to all parts of the organization while policies developed by low level management relate to specific sections of the organization. According to Fisher (2009), the behavior of people is influenced by their surroundings including; their superiors, peers, reward structures, group practices, organizational norms and policies. Therefore, Human Resource policies are highly regarded as one of the main factors to be considered in influencing an organization's ethical behavior. Organizations should draw guidelines that provide a route for upholding ethical behavior amongst employees.

1.1.2 Factors Influencing the Implementation of Human Resource Policies

Several factors influence implementation of Human Resources policies in many organizations. Cherian and Jacob (2012), contend that government intervention provides guidelines for effective implementation of Human Resources policies such as developing an effective plan on how change could be implemented, raise necessary financial resources for offsetting and maintaining long term change and how organizational processes are integrated.

Effective communication guarantees cascading and timely sharing of Human Resources policies by sensitizing stakeholders on the relevance of their implementation in

organizations (Nzuve, 2010). Essential for organizations to build consciousness amid their employees and continuously communicate their objectives and goals with respect to any likely changes and/or progress on the accomplishment of Human Resources policies. According to Mello (2009), Human Resource programs are formed by Human Resource policies. The programs are used to commence, publicize and uphold premeditated organizational change efforts brought about by planned business desires.

Mamoria and Gankar (2011), states that policies should be published in policy manuals and presented to all supervisors, managers and employees. House bulletins, handouts, and booklets can also be utilized for the purpose of communicating to stakeholders. A published or written down policy encourages employees to stay alert at all times and helps in proper implementation. Integration of human resource aspects and consistency with the strategic plan is another factor that influences the implementation of policies. Advocates of Human Resource Management emphasize that policies touching on all human resource aspects, be it recruitment, selection, reward, or employee relations, wholesomely integrated and consistent with the strategic forward planning nature of Human Resource (Foot and Hook, 2008).

Similarly, training and development influence implementation of Human Resources policies since it enhances green Human Resources Management practices through acquisition of new skills and knowledge among the employees (Opatha & Arulrajah, 2014). New and existing employees should be continually trained to acquire skills and knowledge on the implementation of Human Resources policies. Therefore it is suitable to plan ideal training programs for the existing workforce to ensure effective implementation of Human Resources Management policies (Cherian & Jacob, 2012).

Political support feature as a fundamental factor in Human Resources Management policy implementation. According to Armstrong (2012), Strategic Human Resources Management policy implementation appears to be less practiced and note, politics in firms dictate the course of implementation. Top level management support and the organizational culture also influence implementation of human resource policies.

1.1.3 County Government of Kisumu

County government of Kisumu is county number 42 out of the 47 counties created by the Devolved Government Act, 2012. It has seven sub counties: Kisumu East, Kisumu Central, Kisumu West, Seme, Muhoroni, Nyando and Nyakach with its headquarters at Kisumu Central Sub-County. It has two arms of government, the Executive & the County Assembly. This study will be confined to the executive arm which has two main bodies namely the executive and the County Public Service Board.

Kisumu county executive arm is headed by the Governor, being the Chief Executive of the County and chair of the County Cabinet. The Cabinet comprises of the Deputy Governor, Ten County Executive Committee Members who are in charge of devolved functions, the County Secretary serves as the secretary to the cabinet as well as head of county public service. The County Governor appoints Chief Officers who are the authorized accounting officers for various departments representing various devolved functions. Their appointment is competitive but subject to the approval by the county assembly, the legislative arm. Within the departments, there are several directorates headed by Directors serving under Chief Officers (County Government Act, 2012). Each department has an authorized staff establishment. As at 30th, June 2019 the County had

four thousand three hundred (4300) employees of various cadres spread across established directorates (IPPD June, 2019).

1.2 Research Problem

Human Resource policies allow firms to communicate values and expectations, comply with legislation, document best practices that are valuable to the firm in addition to safeguarding impartiality, reliability and transparency while dealing with employees (Awuor and Omollo, 2015). Advocates of Human Resource Management emphasize that policies touching on all human resource aspects, be it recruitment, selection, reward, or employee relations, must be fully incorporated and aligned to strategic forward planning nature of Human Resource (Foot and Hook, 2008). Human resource has cardinal role to interpret and communicate importance of policies to line managers, provide training cum support that equip managers to execute them. The implementation of Human Resource Management policies may prove costly, consequently organizations has to assign sufficient resources to train and develop its human resource to ensure it has the right skills and competencies (Armstrong, 2012). Human resource policies should be published in policy manuals and presented to all supervisors, managers and employees. House bulletins, handouts, and booklets can also be utilized for the purpose of communicating to stakeholders. A published or written down policy encourages employees to stay alert at all times and helps in proper implementation. Integration of human resource aspects and consistency with the strategic plan is another factor that influences the implementation of policies (Mamoria and Gankar, 2011).

The County Governments are referred to as devolved governments under chapter eleven of the constitution, article 176 which describes the object of the devolved governments.

Accordingly, County Governments are actually a mirror of the national government though independent thus, County Government structures must be aligned with those of the national government. Except for the policies enacted by the county assemblies, all other policies that govern specific county mandates are adopted from pre-existing national government policies and domesticated to fit the county governments (HRPPM, 2016). According to Auditor General (2019), County Government of Kisumu audit report for 2017/2018 depicted county wage bill amounted to 51% of total receipt during the period under review contrary to Public Finance Management regulation 2015 section 107 (2) which recommends a maximum of 35%.The payroll further revealed that 97% of the employees hails from the dominant ethnical community, contrary to National Cohesion and Integration Commission Act of 2008 section 7 (1) which requires diverse representation of the people of Kenya. Audit further revealed that there were gaps in the recruitment process, which included lack of documentation to support the identification of vacancies, advertisement of positions and interview minutes for recruitments in County Government of Kisumu. The County Government of Kisumu is riddled and operates in a way that may depict improper structures and inadequate Human Resources Management policy guidelines. This stimulates an enquiry on whether the policies have been implemented or there are definite factors which may be hindering the implementation of these policies. Chances are there that Implementation of Human Resources Management policies are not optimized as stipulated in the official Human Resources Policies & Procedures Manual 2016.

Numerous studies have been conducted on policies relating to Human Resources Management. Rajapakshe (2017) study on factors affecting implementation of human

resource policies of SME`s in Sri Lanka, established that lack of agency capacity, negotiating ability and sector awareness were significant aspects of human resource policy implementation. A study done by Awuor and Omollo (2015) on evaluation of factors influencing execution of human resource policies in International Non-Governmental Organization in South Sudan, established that societal tension and political intrusion negatively influenced the Human Resources policy implementation. Alam and Mukherjee, (2013), used a case study design, collected primary data through questionnaire-based survey to 50 employees with minimum two years of experience in service and manufacturing sector and Microsoft Excel used for statistical calculations to explore Human Resources policies and practice, found out that employee retention is accomplished through employee-friendly Human Resource policies and practices. Alkalha et al, (2012), carried out the study to ascertain effects of human resource policies in commercial banks in Jordan on organizational performance and established that HR policies relates positively to firm performance and have statistically strong significance. Ismail`s (2005) conducted study on Syrian weaving and spinning company concluding that equity was not exercised in selection and hiring policies, cum hiring employees to perform job that did not match their qualifications, alongside poor motivation and performance appraisal policies. Based on the available studies, no study has been done on the factors affecting implementation of Human Resources policies relating county governments, specifically Kisumu County thus a contextual knowledge gap. Hence, this study sought to answer; what are the factors that influence execution of human resource policies at the County Government of Kisumu?

1.3 Objective of the Study

The objective of this study was to assess the factors that influence the implementation of Human Resource Policies at the County Government of Kisumu, Kenya.

1.4 Value of the Study

The study provided information which enhanced the body of knowledge on factors influencing the implementation of human resource policies at the Counties, as they are integral facet of governance in Kenya while addressing the contemporary human resource policy issues. Study gaps that arose were suggested for further research as well as enrich body of knowledge.

The study findings outlined valuable insights to county stakeholders and policy makers while undertaking appropriate review on tangible human resource policies.

The study findings guides' managerial practice since it assists in the recognition and appreciation of factors influencing policy implementation in the county governments thereby enhancing prudent use.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter outlines review of the notional foundation, previous related empirical studies and summary of study related literature. The theories discussed under theoretical review are contingency theory, resource based view, and human capital theory.

2.2 Theoretical Foundation

A theory is a systematic view of a case presenting interrelated definitions and principles. A theory specifies and explains the link between variables with the objective of describing a natural phenomenon (Kerlinger, 1986). In accomplishment, theory accommodates collection of intrinsic assumptions and principles that present logically linked and practically certifiable propositions (Camp, 2001). Theoretical frameworks provide a mirror to the study clearly view the world (Merriam, 2001). The study is anchored on, contingency theory, resource based view, and human capital theory.

2.2.1 Human Capital Theory

Human Capital Theory as reviewed by Becker (1969), places its interest on training and development as a source of capital (Schultz, 1961). It is commonly established that fast development in Asian Countries in the 1970s and 1980s high allocation of resources in the human capital (Robert 1991; Psacharopolos & Woodhall 1997).

Previously, firms viewed training and development as costs that need to be minimized. This view has been converted and now organizations look at training and development as investments that generate high returns and that should be part of the firm's investment capital. Hence, evaluations and decisions touching on training and development of Human Resource must be based on clearly developed capital investment. Schultz (1961)

argues that skill and knowledge are both a class of capital, which is an outcome of deliberate expansion of the firm.

The concept of human capital theory recommends investment in workforce by way of sustained education and training. Schultz associates skills and knowledge acquisition to attainment of a production platform. Knowledge and skill is generated, retained and used by individuals and as they build scholarly assets their knowledge is improved through contact between the social capital and organizational capital. This interaction also produces the institutionalized information possessed by an organization. The theory determines importance of people on the firm cum input to the investor worth, showcasing Human Resource practices generates cash as investment returns (Armstrong, 2012).

2.2.2 Resource-Based View Theory

Penrose (1959) posit that resource based view theory relates firm as an administrative connection plus a set of dynamic resources and a collection of probable services (Armstrong, 2012). It major on the endorsement of continued spirited benefit via the growth of human capital apart from merely channeling human resources to present strategic goals. Resource-based view explains that a firm's spirited benefit is attained if its resources are rare, valuable, and expensive to imitate. Barney and Grant (1991), developed the theory further explaining that spirited benefits of a firm is dependent on the inside assets possessed by an organization. .

The resource based perspective provides an important basis for understanding how Human Resources Management policies make a considerable contribution to organization's performance. It further explains why Human Resources Management policy is one of the pillars an organization has to hold high to sustain a long term

competitive advantage and market relevance. The prime purpose of Human Resources management of the organization enhances competitive position of a firm through creation of a higher level of human capital resources along with the market/product strategy the firm targets at any given moment. The resource base view of an organization's resources places human resource management as the pillar of firm's success. Creating products and services that are rare, valuable, and expensive to imitate requires a human resource base that is innovative, skilled and talented; sustaining such a superior human capital requires an organization to implement well-established human resource policies.

2.3 Factors Influencing the Implementation of Human Resource Policies

Factors that influence the discharge of Human resource policies continue to draw attention. In Sri Lanka, Rajapakshe (2017), studied factors affecting Human Resources policy discharge in SME's, found out that, Government Commitment and Continuity is the most important element for the successful policy implementation in the Small to Medium Enterprises sector. All successive government introduced types of policies, were not implemented due to lack of government commitment and continuity. Hence, majority of them were failed. An example is Labor Charter which was introduced in 1996 but was not implemented successfully. He further asserts that no theory directly focuses on Small to Medium Enterprises in Sri Lanka. Thus, the government commitment and continuity is essential to propose and implement a successful policy.

Awuor and Omollo (2015) in their study evaluated factors affecting discharge of Human Resource policies in Non-Governmental organizations in Southern Sudan, denoted that global Human Resource policies and practices, government involvement and employees

with trade unions and human rights as intervening variables results into increased employees productivity, teamwork and efficiency in organizations.

Sakwa (2018), while evaluating factors that influence discharge of green human resource management policies in Kenyan civil service, used descriptive census survey study design, administered questionnaires to 40 Human resource directors spread across 21 ministries. The Researcher used SPSS to analyze the statistics into descriptive statistics like mean, frequency distribution and standard deviation and further used Factor analysis to identify latent variables that impact on execution of green HRM. The study established positive and important connection linking government policy, organization culture, leadership style and information system to execution of green HRM policy in Kenyan civil service. Effective communication is a vital factor in Human Resources policy implementation, as it ensures that policies are well understood by the implementing organs and nothing is left for further interpretation. (Foot and Hook, 2008) indicate that effective communication is key since it relays management's ideals and obligation to the goals and as well significance for purposes of management knowledge. Communication helps in sensitizing stakeholders and also creating awareness amongst employees.

2.4 Summary of Literature and Knowledge Gaps

From the preceding literature review, Human resources policies are tailored around planning, recruitment cum selection, training cum development, job analysis cum design, motivation, performance appraisal, plus employee participation in decision making (Alkalha et al ,2012).Several factors influence implementation in different magnitude that differs from organization to organization. The factors ranges from Government intervention, effective communication, Political support, employees involvement,

employees training and development, organizational culture and technology which are exhibited differently in various firms (Awuor and Omollo, 2015; Rajapakshe, 2017).The preceding review of related studies revealed that no such study on factor that influence implementation of Human resources policies have been conducted in County Government of Kisumu, thus conceptual cum contextual knowledge gap that warranted conduct of this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines Research design, Data collection, data analysis and presentation methods the researcher will use to undertake the study.

3.2 Research Design

This study adopted a case study research design to assess factors influencing Implementation of the Human Resource Policies at the County governments of Kisumu. According to Kothari and Garg (2014), a case study research design focuses on in-depth and not breadth. The case study focuses on intensive investigation of the specific unit under question. The objective of case study research design is to identify factors that constitute the behavior-characteristic of the provided unit in complete totality.

3.3 Data Collection

The researcher obtained consent from County Secretary to collect primary data through interview schedule which the researcher personally administered to twelve (12) Chief Officers drawn from each of the ten department and two from the office of the County Secretary as per the structure of County Government of Kisumu. The Chief Officers are the key implementers of Human resources policies (Appendix 2). The interview schedules were used to manage or control time spent on interview while allowing interviewees the opportunity to provide adequate response related to the study objective. The primary data were gathered from the Directors of various departments as they possess first hand data (Cooper & Schindler, 2012). The interview schedule had two parts: Part 1, Implementation of Human Resource Policies and Part 2, Factors influencing

Implementation of Human Resource Policies at the County Government of Kisumu (Appendix 2).

3.4 Data Processing and Analysis

Once the researcher had collected the primary qualitative data from the interview schedule, interviewees were coded to ease citation of qualitative data. Data were analyzed via Content analysis. Best & Khan (2004), portend that content analysis encompass processing and analysis of qualitative data which involves synthesis of large amount of data, reduction in volume of information, identification of significant patterns and construction of a framework to communicate the existence of what the data reveal. The Information is processed and analyzed in three stages. First, organize data in major thematic areas as summarized after each interview session. Second level entails response description to produce interim report and where additional information is needed, data identification and sourcing is done. The third and final stage involves systematic analysis and interpretation of interim reports. The interpretations were aligned to the study objective and the research question. Interviewee citations were used to enhance the presentation of data.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to assess factors influencing Implementation of Human Resource Management Policies at the county Government of Kisumu, Kenya. The researcher employed case study research design and data was collected through personal interview. Data was analyzed through content analysis. Discussions of findings regarding the study objective are also presented.

The interviewees were twelve (12) Chief Officers drawn from each the ten department and two from the office of the County Secretary as per the structure of County Government of Kisumu. The researcher identified the interviewees by the departmental function thus provided them with codes (Appendix 3). All the targeted interviewees fully participated in the face to face interview.

4.2. Implementation of Human Resources Policies at the County Government of Kisumu, Kenya

The study sought to know the degree to which interviewees conceived aspect of HR Policies, and whether the execution of the policies were in line with the Human Resource Policies and Procedures Manual 2016, thus the extent of implementation. The interviewees exhibited adequate understanding of the extent of human resource policies implementation, providing reliable information regarding the content and the concept. The interviewee also indicated that many of the policies were implemented according to the Human Resource Policies & Procedure Manual. This was supported by the interviewees CD-1 who stated that;

"Human Resource Policies are specific guidelines that describe the benefits and rights due to the employee and responsibilities that the government bestows on its employees within the confines of labor laws and regulations."

On the other hand interviewee CD-9 purported that;

"There is no consistency in the application of the HR policies and procedures. These especially so on matters related to staff mobility and discipline"

The study also confirmed that County Government of Kisumu had domesticated its HR policies in tandem with National Government Public Service Commission HR Policies and Procedures manual launched in May 2016. This was enunciated by interviewee CD-3 who stated;

"County Government of Kisumu domesticated the Human Resource Policy & Procedures Manual in 2017. These included, Recruitment, Induction into service Probation service, compensation and benefits, work environment, health, safety cum security, Training and development, leave administration, Employee performance management cum development, ethics and values."

On the extent of implementation, the study revealed that many of the policies had been implemented, although there were a few hitches. Accordingly, Interviewee CD-5 indicated that;

"All staff matters are usually referred to the human resource directorate for advisory. However, staff mobility, discipline and training must go through the human advisory committee where decisions are made for implementation and other cases referred to the County Public Service Board. In certain cases decisions made are not implemented due to influence from the political angle."

The interviewees indicated that various categories of human resource policies have been implemented at varied extent. Interviewee CD-7 enumerated the following policies as having been implemented;

"Among policies that have been implemented are; Recruitment, Remuneration & Benefit, staff Development & Promotion, Retirement Benefit, staff Appraisals and Performance Management."

Compensation and Benefits policy was top in the list of the well implemented policies.

Interviewee CD-10 stated that;

"Being that salary and allowances are set by Salary Remuneration Commission and automated in the Integrated Personal Payroll Data (IPPD) system, implementation is very easy except that most staff consider the current compensation not matching prevailing economic circumstance. This was partly attributable to the frequent labor relations dispute between health care workers and the County Government of Kisumu over demand for increase in remuneration, compensation and benefits. Thus execution of HR policies has not been optimized at the county government of Kisumu``.

The study established all interviewees outlined several benefits of prudent implementation of Human resources policies as expressed by interviewee CD-7 in the following statement;

"Prudent implementation enables County Government of Kisumu to demonstrate that it strives to meet requirements for diversity, ethics and training, commitment to regulations and corporate governance practices and service to its employees."

Interviewee CD-9 also agreed and articulated that;

“Human resource policies outline obligations, principles of behavior and documents measures of handling various facets of Human Resources Management. It is therefore beneficial to apply these policies since there is provision of a framework upon which regular decisions are crafted hence promotions of equity in the manner that employees are managed."

4.3 Factors Influencing Implementation of Human Resource Policies at the County Government of Kisumu, Kenya

The study established all interviewees contended that Implementation of Human resources policies at County Government of Kisumu were influenced by several factors such as code of practice issued by the professional institutions to members, labor laws, organization culture, Management philosophy, National government standards and regulations, Political Situation, Effective communication, staff training and development

and Financial impact rooted in organization strategic plan. This was confirmed by Interviewee CD-4 that:

"Implementation of Human resources policies is usually influenced by several factors such as politics, Regulations from other Government entities, communication, and support from the management."

The interviewee CD-6 outlined the following factors influencing implementing of human resource policies:

"The County Government of Kisumu has implemented Human resources policies within the following parameter; staff training and development, organization culture of team work and staff attitude change, county top leadership support and local and international labors laws."

This study aligned key factors identified along the following thematic areas: National Government Regulations, Politics, Effective communication, Staff training and development, Organization Culture and Top level management support.

4.3.1 National Government Regulations

The study established National Government Regulations have an impact on implementation of human resource policies. The study confirmed that the County Government of Kisumu has domesticated Public Service Commission Human Resources Policies and Procedures Manual way before it was launched in 2016 for their practice. National Employment Authority similarly sets framework for training and skills inventory for the potential recruits which also guide County Government of Kisumu in formulation, review and execution of the HR policies especially on recruitment and selection initiatives.

This was supported by interviewee CD-4:

"Various National government regulations enshrined in the constitution, act of parliament and established constitutional commission such as salaries and remuneration commission (SRC), National Employment Authority (NEA), National Industrial Training Authority (NITA), Public Service Commission (PSC) and gender and equity commission among others. For instance, SRC sets guidelines on remuneration in all government entities, NEA sets outline for setting recruitment and selection database, NITA check compliance to staff training policy implementation and PSC`s human resource policies and procedure manual 2016 which the County Government of Kisumu has an obligation to adopt."

From the contributions above, National Government regulation play part in the execution of HR Policies.

4.3.2 Politics

The study illustrated politics plays a role in the execution of human resource policies. Politics had influenced implementation of HR Policies like the staff recruitment cum selection, staff training & development at County Government of Kisumu. The interviewees felt that employment opportunities only benefitted those who were politically connected while training opportunities were also awarded to only the chosen few. These negatively influenced fair implementation of human resource policies at the County Government of Kisumu.

These were attested by interviewee CD -12:

"The members of County Assembly and other elected leaders at the County push to reward their cronies with employment even where the individual have no basic requirements of the job"

Interviewee CD-3 agreed that;

"Both the existing employees and the newly hired staff were awarded training opportunities not on the need basis but how they are connected politically.

From the above, it is clear that politics influence implementation of human resource policies though negatively.

4.3.3 Effective Communication

The entire respondent granted effective communication is key to victory of the firm. They indicated that effective communication brings about consistency, credibility and clarity which are ingredients in the policy implementation process. The respondents were clear that HRP are well articulated in the manual and staff sensitization has been well carried out. Moreover, all new staff is usually inducted during their on boarding hence there is no gap. They also confirmed that Kisumu County has proper channels of communication. However, they were at variance of the extent to which effective communication influenced the implementation of HRP in Kisumu arguing that the extent was between thirty to forty percent though it has a positive impact on execution of HR policies at the County. This was articulated by interviewee CD-11.

"During new staff orientation and induction programs effective communication provide a window of sensitizing the new officers on various human resource policies. The County Government of Kisumu has proper channel of communication.

Interviewee CD-8 commented as follows;

"Effective communication promotes team work and cooperation but is not a stand-alone hence must be beefed by other factors to have a grounding influence.

Effective communication presents positive impact on the execution of HR policies in the County Government of Kisumu.

4.3.4 Staff Training and Development

The study found most members of staff were conversant with the principles of the training & development policy. The respondents recognized that quality of human resource is a great asset and is an issue that the County Government of Kisumu has to deal with. They indicated that staff training and development has not been effectively undertaken due to lack of capacity, budgetary constraints and political influence. But they were in agreement that when staff is well trained and they possess the necessary skills, then implementation of the human resource policies would have a positive effect. Interviewee CD-2 stated that;

"Training needs assessment (TNA) is usually undertaken every financial year and employees encouraged to indicate their training needs to allow for planning. Where possible the County Government nominates and sponsors employee for various trainings such as the Kenya School of Government. However, such sponsored training opportunities have not been offered on equal chance due to politics surrounding staff nomination process."

However, Interviewee CD-5 expressed a diverse opinion;

"The County Government of Kisumu like other counties has been facing financial deficit caused by low internal revenue collection and capitation from the exchequer. This has thwarted the county's effort to train its staff as per the training need assessment. The County Government of Kisumu therefore, encourages staff to undertake part-time self sponsored programs at the local Universities and colleges to enhance their skills and performance."

From the above, training and development enhances implementation of HRP if effectively undertaken.

4.3.5 Organization Culture

The respondents were of the opinion that organizational culture had lots of impact on the execution of HR policies. They indicated that culture can facilitate or hinder the successful implementation of a policy. The study found that teamwork was considered a pillar of success. This was enunciated by interviewee CD 8;

"The culture of team work noted in some key department created synergy at the work place and enhanced the accomplishment of assignment.ome of implemented human resource policies were attributable to teamwork as staff were encouraged to be stewards at the County Government of Kisumu."

Interviewee CD-1 noted that ;

"County Government of Kisumu has enshrined plus strives to abide by its core values; integrity, transparency, stewardship, professional practice and service to the people though with incidence of non- compliance in certain areas."

The above allude that the organization culture had positive impact on execution of HR policies. Negative culture deprives the organization the chance to optimize the implementation of HRP.

4.3.6 Top Level Management Support

Top level management support is a key influencer in the execution of HR policies. The respondents accepted it's indeed necessary to involve top management while implementing policies. According to the respondent, the support provided by top management included provision of budgetary allocation, continuous monitoring & review of human resource policies, provision of information technology infrastructure to enable implementation and allow feedback. The study discovered that every financial year top level management assigns budgetary allocation towards implementation of human resource policies though not adequate. This is supported by interviewee CD-2

"Although there is always a budgetary allocation for human resource policy implementation, the actual amount ultimately does not serve the purpose. An area like staff mobility would require a substantive amount yet not much provision is given due to ballooning wage bill and pressure from the budget controller for counties to conform to Public Financial Management Act."

Top level management champion actual formulation, review and execution of HR policies at the County Government of Kisumu. This was noted by Interviewee CD 1:

"The review of the human resource policies are usually done to conform to changes in legislation both at the National and County Assembly. We allow feedback and views of employees when reviewing and implementing human resource policies committed and always seeks remedial action towards mitigating challenges of execution of human resource policies at County Government of Kisumu."

The County Public Service Board is mandated to ensure County Public Service has enough, trained and experienced workers. Ultimately, the study show cased that top level management support positively influenced the implementation of human resource policies at the county government of Kisumu

4.4 Discussion of Findings

The findings support the two theories that the study was anchored on; Human Capital theory (Becker, 1969) and Resource based view theory (Barney, 1991). The study findings revealed that, training and development of employee required a line budget in order to build the capacities of staff in term of skills and competencies hence yielding good results. This was in line with the theory of Human Capital which denotes that developing staff amounts to capital injection in business as it brings out worthwhile returns (Becker, 1969). Similarly, the Resource Based View Theory portend an organization is bundle of resources cum capabilities thus by combining such heterogeneous resources including human capital and capabilities in an effective manner; it can lead to value creation (Barney, 1991). This was in tandem with the study outcome

which showed that many factors influence execution of HR policies such as effective communication, politics, national government regulations, training and development.

Awuor and Omollo (2015) study evaluated factors affecting Human Resource policies in Non-Governmental organizations in Southern Sudan, denoted that global Human Resource policies and practices, government involvement, employees with trade unions and human rights as intervening variables resulting into increased employee productivity, teamwork and efficiency in organizations in varied proportions. These are consistent with this study which revealed that various categories of human resource policies have been implemented: Recruitment cum appointment policy, Staff Training & development policy, Employee performance and development policy, Work environment, health and safety policy, Discipline and labor relations policy, Work hours and leave management, Work force planning, Termination and exit management , Remuneration and Compensation policy. Though, execution of HR policies is still work in progress toward attaining optimality.

The study revealed that National Government Regulations positively influenced execution of HR policies. Politics negatively influenced implementation of HRP like the staff recruitment cum selection, nomination for training & development and promotion cumulatively. Effective communication positively influenced execution of HR policies. Staff training & development positively influenced the execution of HR policies. Organizational culture has positively influenced the execution of HR policies. Top level management support positively influenced the execution of HR policies at the County Government of Kisumu. The findings were consistent with (Awuor and Omollo, 2015;

Rajapakshe, 2017) studies that similarly confirmed the factors as affecting execution of HR Policies though in a different context.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines summary of the findings, conclusion, limitations, recommendations based on the objectives and research questions of the study. The study Suggestions for further research is as well outlined.

5.2 Summary of Findings

The study established various categories of human resource policies were being implemented: Recruitment cum appointment policy, Staff Training & development policy, Employee performance and development policy, Work environment, health and safety policy, Disciplinary control and labor relations, Remuneration and Compensation policy. These findings are consistent with (Awuor and Omollo, 2015; Rajapakshe, 2017) studies which established that, implementation of human resource policies were in varied proportions and needs continuous improvement though in a different context.

The study found that several factors influence execution of HR policies at County Government of Kisumu: National Government regulation positively and highly influenced implementation of human resources policies whereas politics negatively influenced the standards of implementation of staff recruitment and selection, nomination for sponsored training and development, and promotion opportunities. Effective Communication positively influenced the implementation of Human resources policies though not highly as compared to Staff training and development, culture, and leadership support which also had positive influence on execution of HR policies. Other factors were similarly found to have positive influence on execution of HR policies such as code

of practice issued by the professional institutions to members, dictates of labor laws, and Management philosophy. These were consistent with the study by Awuor and Omollo (2015) which established that global Human Resource policies and practices, government involvement and employees with trade unions and human rights were intervening variables that results into increased employees productivity, teamwork and efficiency in organizations.

5.3 Conclusion of the Study

In regard to the findings the following conclusions were drawn. The County Government of Kisumu had not completely embedded the human resource policies into the system. That explains the reason why there still exists some inconsistencies and unfairness in human resource practice within the County. Most of the respondents felt that the County Government need to do a little more to improve on the much that has been achieved in implementation of the policies. Most of them felt that political interference was the biggest huddle in achieving full level of human resource policy implementation.

Although many of the interviewees were appreciative of these policies and were able to translate the concept, they cited lack of budgetary allocation, political interference, and negative culture and in some cases inadequate support from top level management. They were however in agreement that the National Government involvement was positive and relevant.

5.4 Recommendations

The County Government of Kisumu should enhance implementation of Human Resource Policies to increase employees' performance at work.

The County Government of Kisumu should ensure National Government regulations are followed, Effective communication between the employees and all levels of implementers of policies and procedures are encouraged to enhance implementation of human resources policies.

Provision should be put in place for sufficient planning, monitoring, and harmonization of all activities that relate to policy implementation at the County Government of Kisumu, Kenya.

Above all, County Government should embrace values of prudent leadership & Integrity to reduce the effect of politics in execution of HR Policies.

The study recommended domestication of the HR Policies is not enough thus County Government of Kisumu should put in operation all the policies as guided by the National Government.

For the purpose of improving on policy implementation, an environment that is accommodative should be created devoid of politics. Top leadership involvement, positive culture, effective communication, training and development of employee should be allocated resources to enable achievement of optimal execution of HR Policies.

5.5 Limitations of the Study

Due to tight work schedules both in and out of office during the period of the study, all the twelve targeted interviewees could not participate in the face to face interviews hence the researcher interviewed representatives.

The study was limited to County Government of Kisumu through a case study design thus the results would not be fully representative to other sectors due to varied characteristics.

The area of study had limited literature since most of the studies available did not touch on the factors influencing execution of HR Policies.

The study targeted only twelve respondents at the position of chief officers who are employee on contract due to time constraint. A larger population may have provided more information into the study.

5.6 Suggestions for Further Research

The study was limited to County Government of Kisumu. Thus similar studies should be undertaken in other counties and other sectors both public and private using Cross sectional Descriptive Survey to bring out more findings in this topic.

The study only focused on factors affecting execution of HR Policies, another study can be done to find out how implementation of the policies can impact on performance of staff in a firm, thus other sectors of the economy.

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APPENDICES

Appendix 1: Interview Guide

Implementation of Human Resources policies at the County Government of Kisumu

1. In your own words, what do you understand by the term Human Resource Policy? Do you implement all the Human Resource Management Policies as outlined in Human Resource Policies and Procedures Manual 2016 at the County government of Kisumu and to what extent?
2. Based on your experience and exposure, outline some of the HR Policies which are in use at County Government of Kisumu? Rate the extent of their implementation?
3. What would you consider as the benefit accrued from prudent execution of HR policies in Kisumu County.
4. What are some of the Factors affecting Implementation of HR Policies at the County? To what extent do the factors affect the implementation of the policies?
5. Show and explain the extent to which National Government Regulations influence Implementation of HR Policies at the County Government of Kisumu and the extent.
6. In much organization, politics has always played a role in human resource related issues. In County Government of Kisumu, has politics influenced execution of HR Policies and to what extent?
7. It is the understanding that effective communication usually yields good result from the employee. As such many organizations ensure that policies are communicated effectively to avoid delays in implementation and also to avoid misinterpretation or resistance. In your opinion, would you say that there adequate and effective Communication to all employees on the existence of various HR Policies at the County Government of Kisumu? If so, to what extent does effective communication to employees' influence execution of HR Policies at the County Government of Kisumu?

8. Training and development is one of the policy areas in any organization. What extent does Employees' Training and Development Influence the execution of HR Policies at County Government of Kisumu?
9. How does Organizational culture influence execution of HR Policies at the County Government of Kisumu? What extent does Organizational Culture Influence execution of HR Policies at County Government of Kisumu?
10. It is common knowledge that the top management must always be involved where decision are required to implement or not to implement certain policies. Do you agree that this is necessary? What extent does top level management support Influence the execution of HR Policies at County Government of Kisumu?

Thanks for your time

Appendix 3: Interviewee Code

No.	County Department	Function	Code
1.	Office of the County Secretary	Governance, Public Service & Disaster Management	CD-1
2.	Office of the County Secretary	Policy Delivery Strategic Planning & Public Communication	CD-2
3.	Agriculture, Livestock, Food & Fisheries	Agriculture, Livestock, Food & Fisheries	CD-3
4.	Finance	Finance & Accounting Services	CD-4
5.	Health & Sanitation	Medical & Biomedical Services	CD-5
6.	Education, ICT and Human Capital Development	Education, ICT and Human Capital Development	CD-6
7.	Economic Planning & Development	Economic Planning & Development	CD-7
8.	Tourism , CULTURE, Art port Information & Communication	Information & Communication	CD-8
9.	Environment, Water, Irrigation & Natural Resources	Environment, & Natural Resources	CD-9
10.	Business Energy & Industry	Business Energy & Industry	CD-10
11.	Physical Planning, Land, Housing & Urban Development	Land survey & Physical Planning,	CD-11
12.	Public Work Road & Transport	Public Work Road & Transport	CD-12

Appendix 4: Letter to the Interviewees

TO: The Chief Officer, Department of.....

COUNTY GOVERNMENT OF KISUMU

Informed Consent.

I am PEREZ AWUOR OGONYO, Student of the University of Nairobi undertaking an MBA academic research titled *Assessment of Factors influencing Implementation of Human Resource Policies at the County Government of Kisumu, Kenya*. This Interview schedule is focused to get information related to the study objective and research question. Your indulgence and cooperation is sought to ensure success of this interview. The information obtained will be used purely for academic purposes.

Thank You.

Perez A. Ogunyo