



**INFLUENCE OF HUMAN RESOURCE MANAGEMENT SYSTEM ON SERVICE DELIVERY IN COUNTY GOVERNMENTS
IN KENYA**

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ABSTRACT

Business Process Reengineering (BPR) is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvement in critical contemporary measures of performance such as cost, service, quality and speed. The objective for the study was to examine the influence of human resource management system on service delivery in County Governments in Kenya. Human resource management system is one of the key aspects of Business Process Re-engineering (BPR). There have been challenges in meeting service delivery in County Governments ranging from conflicts about roles and functions, misuse of resources, workers strike, county assemblies disagreements, impeachments debates, poor accountability of 15% of developed funds, low infrastructural development, even after national government transferred power and required funds to the county governments. The study was anchored on the stakeholder theory which is a theory of organizational management and business ethics that addresses morals and values in managing an organization. The study adopted mix method referred to as concurred-explanatory design. A sample of 431 respondents was selected by first clustering them into respective counties, stratified into departments from which purposive sampling was done to select respondents with the required information for the study. Data was collected using questionnaires that were structured according to the 5 Likert scale. The data was analyzed using descriptive statistics with results displayed using figures and tables. Inferential statistics namely correlation and Chi-Square were used to test the validity of the study hypothesis at 5 % levels of significance. The test Karl Pearson Correlation test yielded correlation coefficient $r(398) = 0.398$, $p\text{-value} = 0.000$. The Pearson Chi-Square of $\chi^2(16, N=398) = 80.032$, $p=0.000 < 0.05$. It was evident that there is a positive influence of HRM system on service delivery that is significant at 5% levels of significant. The county governments should embrace business re-engineering in their HRM by ensuring that they select and place employees using relevant recruiting methods. Training and Development in the county governments should be tailored based on need analysis.

Key Words: *Business Process Re-engineering, Human Resource Management System, Service Delivery.*

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INTRODUCTION

Human Resource Management (HRM) systems as the concept has attracted numerous definitions. Senyucel's (2009) sees HRM systems as a combination of people-centered management practices that recognizes employees as assets and geared to creating and maintaining skillful and committed workforce for achieving organizational goals. Access to adequate and affordable basic services is fundamental to the achievement of a socially cohesive and all-inclusive community. Linkage research has established a connection between service climate and customer satisfaction. Strategic human management theory proposes that if an organization successfully uses its HRM practices to generate a climate for service, then those contributions will enhance that organization's competitive advantage (Annette Towler et al: 2011). The Ministry for Home Affairs is no exception as it is called upon to provide excellent service with the personnel it has. The major driving force of organizations today is its people, the human capital. Effective Human Resources Management (HRM) is a strategic component that will enhance service delivery in the Ministry for Home Affairs Other studies of human resource practices, according to Brown, (2009) examined "bundles" of human resource practices and their relationship with organization performance. He reported that bundles of human resource practices, including staffing, training, compensation, and performance management practices were positively related to organization performance.

According to Lepak, David P. and Shaw, Jason D.(2008),states that perhaps the most well-known universalistic perspective based on a review of what successful companies do with regard to HRM practices, is certain practices are more universally effective than others, including employment security, selectivity in recruiting, high wages, incentive pay, employee ownership, information sharing,

participation and empowerment, self-managed teams, training and skill development, cross-utilization and cross-training, symbolic equalitarianism, wage compression and finally promotion from within.

Okpara, & Wynn (2008) define Human Resources Management systems as a management function in which managers' recruit, select, train and develop organization members. Thus recruitment, selection, training and development should be properly managed so that an organization does not run the risk of not meeting its personnel requirements and consequently affecting the execution of the overall goals and objectives of the organization. The HR function ensures the availability of the right number of people with the right skills as well as the processes to ensure that people display the behavioral imperatives of the particular strategy. The HRM function achieves this through appropriate management of HR activities such as job analysis, job design, recruitment, selection, orientation of staff, training and development, performance management, compensation and rewards and the labor relations system including the grievance procedure and disciplinary code and procedure (Brown, A. 2009).

Recent reviews of the field of strategic human resource management (strategic HRM) provide evidence that a positive relationship exists between the use of high commitment HR practices and firm performance. Despite the growing volume of co relational research supporting this relationship, scholars need to explore mediators to further clarify how high commitment HR practices lead to higher firm performance, (Swanepoel, 2014). It is in light of these developments in the field of Human Resources Management that a critical analysis of the operations of Ministry for Home Affairs is vital.

Ngoepe (2010), good service delivery in both public and private sectors is fundamental as it is a

consequence of maintaining a constant supply of skilled human capital. If Human Resources Management is not clearly defined and given priority it deserves in the Ministry for Home Affairs, it will lead to the incompetence which leads to inefficiency. An effective and comprehensive Human Resources Management process will inevitably result in effective, decentralized and synchronized service delivery and ensuring that all service centers attain maximum capacity and thus delivering as per public expectations. The choice of human resource practices in any sector can either motivate or demotivate employees. To affect employee motivation and behaviors positively, therefore, organizations should select a system that encourages these preferred employee behaviors (Kleiman, L.S. 2009.).

In 2010, Kenyans enacted a new constitution, which established a system of devolved service delivery governments with 47 lower level county governments. The operation of the county governments started soon after the March 2013 elections, which included the election of county governors, deputy governors and county ward representatives CoK, (2010). These 47 new county governments are now in charge of overseeing some functions such as the provision of health care, pre-primary education, and maintenance of local roads which were previously the responsibility of Kenya's national government. In turn, these county governments receive a share of national revenue. The county governments are also expected to mobilize revenue from other sources within their counties, such as taxes on property and entertainment (Gaturu & Muturi, 2014).

The study was anchored on the Administrative management theory of Henri Fayol (1916) as described by Peaucellen and Guthrie (2015) which formed the foundation of this work is administrative management theory. The concept of reengineering traces its origins back to management theories developed as early as the nineteenth century. His

Administrative Theory or 14 principles of management were as following: Division of Work; These principles same as Adam Smith's 'Division of labour'. Authority; Manager must be able to give order. Authority gives this right. Discipline; Employees must obey and respect the rules and regulations which are governed the organization. Unity of Command; Every employee should receive order or direction from only one upward or superior. Unity of Direction; Each group of organization should be direction by one manager using one plan. Subordination of Individual Interests to the General Interest; The management must be seen that the aims of the businesses are always supreme. Remuneration of Personal; The labors must be paid a reasonable salary for their work. Centralization; The process of transforming assigning decision making authority to higher level of an organizational hierarchy, it is centralization that should follow this. Scalar Chain; Line of authority from top management to the lower ranks represents the hierarchy or scalar chain. This chain should be followed. Order; people and materials should be in the right place at the right time. Equity: In running business, a combination of kindness and justice is needed. Stability of Tenure of Personnel; Staffs work is well, if job safety and career improvement are guaranteed to team. Initiative; Allowing all personnel to show their initiative in some way is a source of stretch for the organization. Esprit de Corps; Promoting team spirit will build unity and harmony within the organization. These "14 principles" was one of the earliest theories of management to be created and remains one of the most comprehensive. It propagates that; responsibility and authority must come together, there must be order, unity of direction, subordination of individual interest, discipline, initiative, equity and esprit de corps etc. are needed for BPR success. It echoes the classical belief that there is one best way to conduct tasks. In Taylor's time, technology did not allow large

companies to design processes in a cross-functional or cross-departmental manner.

There have been challenges in meeting service delivery in County Governments ranging from conflicts about roles and functions, misuse of resources, workers strike, county assemblies disagreements, impeachments debates, poor accountability of 15% of developed funds, low infrastructural development, even after national government transferred power and required funds to the county governments (Kipkorir, 2009). This problem is worsening particularly to second order devolution, calling for rethinking in order to standardize and harmonize the devolved functions. The objective for the study was to examine the influence of human resource management system on service delivery in County Governments in Kenya. Human resource management system is one of the key aspects of Business Process Re-engineering (BPR).

METHODOLOGY

This study used mix method referred to as concurred-explanatory design (Saunders et al., 2016) to assess the effects of business process reengineering on

service delivery in County Governments, Kenya. Research design is the blueprint for the collection, measurement and analysis of data (Cooper & Schindler, 2014). The location of this study was in the 47 counties in Kenya (Commission for the Implementation of the Constitution, 2017). The targeted population was all the executives of the county government of Kenya, who consisted of Governors, Deputy Governors, County Secretaries, County Executive Committee Members, chief officers, HR director, Finance director, Procurement director ICT director and public service director who total to 1086. A sample of 431 respondents was selected by first clustering them into respective counties, stratified into departments from which purposive sampling was done to select respondents with the required information for the study. Data was collected using questionnaires that were structured according to the 5 Likert scale. The data was analyzed using descriptive statistics with results displayed using figures and tables. Inferential statistics namely correlation and Chi-Square were used to test the validity of the study hypothesis at 5 % levels of significance (Zikmund, Babin, Carr and Griffin, 2010).

FINDINGS AND CONCLUSIONS

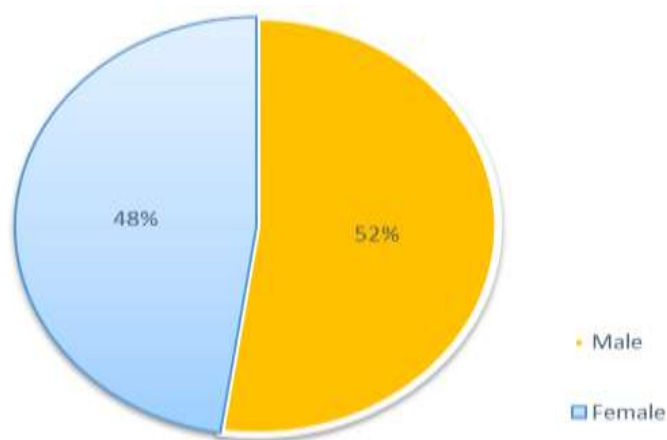


Figure 1: Distribution of County Employees by Gender

Figure 1 indicated that out of the 398 county government employees, there were 209 (52.4%) male

and 189 (47.6%) were female. This suggested that the county governments gave equal employment

opportunities to both male and female as no gender surpassed the two third gender threshold as

stipulated in the Kenyan Constitution of Kenya (2010).

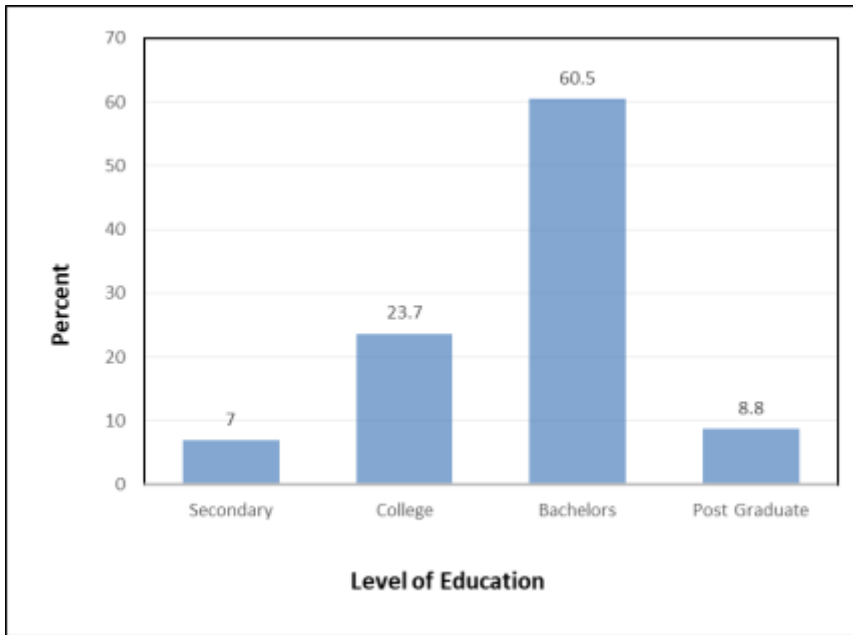


Figure 2: Academic Qualifications of County Employees

As for the academic qualification of the respondents, the study established that majority 241 (60.5%) had acquired Bachelor’s Degrees, with 94 (23.7%) having College Diplomas and Certificates while 35 (8.8%) had furthered their education achieving Post Graduate Degrees. However, 28 (7%) stated to only have attained secondary school education. This showed

that the most of the employees in the county governments were highly qualified in terms of academics therefore having the necessary skills to understand and give reliable information on business process re-engineering in the county governments as well as it’s on the service delivery to the citizens.

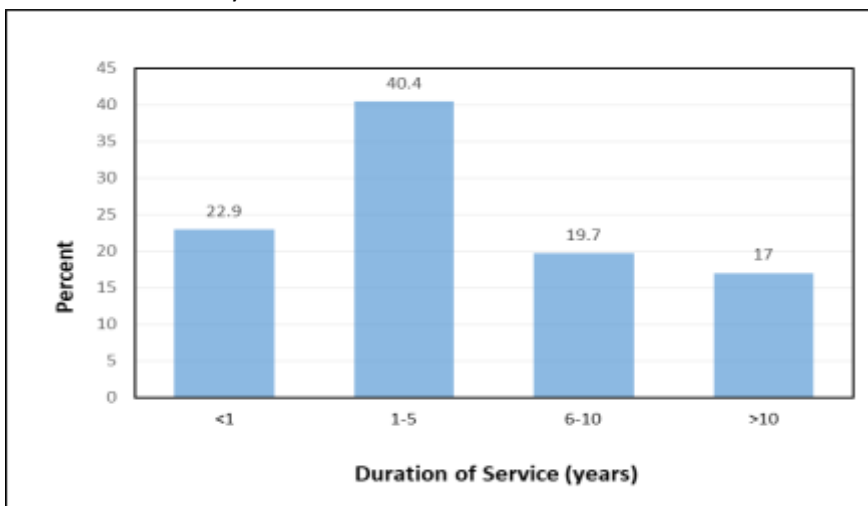


Figure 3: Duration of Service by County Employees

Similarly, the researcher was able to establish that majority 161 (40.4%) of employees had been involved services delivery for a period of 1 – 5 years and 78 (19.7%) for duration of 6 – 10 years. This was so because at the time of the study, the country’s administration had been devolved for a period of about 7 years. However, a total of 91 (22.9%) had

served for less than one year which could be attributed to new recruitments mostly in the counties where new governments had been elected in the highly contested 2017 general election. Only 68 (17%) of the respondents had been in the service delivery for more than 20 years.

Table 1: Human Resource Management (HRM) System on Service Delivery

Statement	Not at All	Little Extent	Moderate Extent	Great Extent	Very Great Extent
There are different recruitment methods which have significant effect on selection and placement	20	32.3	20.9	12.8	14
HRM system has developed different Compensation rewards for motivating employees	13.2	35.3	24.3	16.2	11.1
There is tailored Training and Development based on need analysis.	15.5	30.5	28.8	16.7	8.6
There is high Level of Human resource planning on retention of existing employees.	19.9	27.7	28.1	13.4	10.8

According to Table 1, the majority of the respondents (32.3%) disputed the presence of different recruitment methods which have significant effect on selection and placement in the county governments where they work. According to Lepak & Shaw (2008), organizations are supposed to be universally effective than others in employment security, selectivity in recruiting, high wages, incentive pay, employee ownership, information sharing, participation and empowerment, self-managed teams, training and skill development, cross-utilization and cross-training, symbolic equalitarianism, wage compression and finally promotion from within.

The study found out that there is moderate human resource planning on retention of existing employees as pointed out by 28.1%. The researcher also established that 35.3 % of the respondents cited that HRM system in their county governments has developed different compensation rewards for motivating employees only to a little extent. Employees should be motivated as recommended by Kleiman, (2009) whose postulates that if employee

motivation and behaviors is done positively by ensuring that organizations should select a system that encourages these preferred employee behaviors. The study went further to postulate that the choice of human resource practices in any sector can either motivate or demotivate employees. An effective and comprehensive Human Resources Management process will inevitably result in effective, decentralized and synchronized service delivery and ensuring that all service centers attain maximum capacity and thus delivering as per public expectations.

In most of the county governments, the study found out that training and development is tailored based on need analysis only to a little extent as pointed out by majority of the respondents (30.5%). The county governments were found wanting as per the findings of Okpara & Wynn (2008) as the recruitment, selection, training and development should be properly managed so that an organization does not run the risk of not meeting its personnel requirements and consequently affecting the

execution of the overall goals and objectives of the organization. The study asserts that HR function should ensure the availability of the right number of people with the right skills as well as the processes to ensure that people display the behavioral imperatives of the particular strategy. The HRM function achieves this through appropriate management of HR activities

such as job analysis, job design, recruitment, selection, orientation of staff, training and development, performance management, compensation and rewards and the labor relations system including the grievance procedure and disciplinary code and procedure (Brown, 2009).

Respondents Opinions towards Service Delivery

Table 2: Service Delivery

Statement	Not All	Little Extent	Moderate Extent	Great Extent	Very Great Extent
There are positive compliments from citizens handled by well at grass root level.	24	21.9	30.5	15	8.6
All stakeholders feedback reports indicate devolution has succeeded.	18.5	25.1	32.6	16.3	7.5
Devolution has succeeded on Revenue generated and has enabled high rate of development.	16.7	21.6	31.3	19.4	11
The output of infrastructure development has given good return on investment from taxpayer.	17.9	20.1	31.9	20.1	10
Devolution has enabled easy access of service delivery in all parts of the county.	12.1	19	25.7	19.5	23.7

According to the majority (32.6%) of the respondents, stakeholders' feedback reports showed a moderate success of devolution. This relates to Ronald (2002) who postulates that devolution has been successful in other parts of the world, India, US, Sweden, UK, Uganda, Nigeria, and South Africa. He considers devolution to be a means of transforming the society aims at mobilization of resources for Nation building as it allows experimentation and innovation and has better response to citizen preferences, promotes political participation and sub-national control enhances policy-making legitimacy.

Similarly, majority of the respondents (31.3%) cited that devolution has succeeded moderately on revenue generated and has enabled high rate of development. The output of infrastructure development was considered to have brought moderate return on investment from taxpayer according to majority (31.9%) of the respondents.

This related to results from a study on devolved governance in American cited by Burugu (2010) that pointed out that development of the reliable electricity to power industries cities business and homes and their country is a melt pot of diverse cultures that pursue dreams and opportunities. However, he also postulated that the study could not entirely offer a learning experience to the Kenyan devolved system because it is a case of a successful country in a developed world.

Similarly, the researcher found out that extent to which devolution had enabled easy access of service delivery in all parts of the county was considered to be moderate according to majority of the respondents (25.7%). This is possible considering the study by Omolo, (2010), who postulates that the aggregate County Governments budget comprises of a split between recurrent expenditure and annual development. It is a requirement that at least 30 per

cent of budget be allocated to development activities. Positive compliments were reported to be given moderately by citizens after being handled by well at grass root level according to 30.5% of the respondents who were the majority. This concurs with Nyanjom (2011) who postulates that these funds are disbursed to the counties for utilization as budgeted. The development allocation is supposed to be channel led to development projects which vary among counties.

The researcher sought to test the null hypothesis 'There is no significant influence of human resource management system on service delivery in County Governments in Kenya.' and alternative hypothesis 'There is a significant influence of human resource management system on service delivery in County Governments in Kenya.' The test Karl Pearson Correlation test yielded correlation coefficient $r(398) = 0.398$, $p\text{-value} = 0.000$. The Pearson Chi-Square of $\chi^2(16, N=398) = 80.032$, $p=0.000 < 0.05$. This informed the rejection of null hypothesis therefore accepting the alternative hypothesis. This facilitates the conclusion that there is a positive influence of HRM system on service delivery that is significant at 5% levels of significant. This results concurs with Towler

et al (2011) whose research established a connection between service climate and customer satisfaction. Strategic human management theory proposes that if an organization successfully uses its HRM practices to generate a climate for service, then those contributions will enhance that organization's competitive advantage. The study answers the call by Swanepoel (2008) for scholars to explore mediators to further clarify how high commitment HR practices lead to higher firm performance following his argument that despite the growing volume of correlational research supporting this relationship, scholars need to explore mediators to further clarify how high commitment HR practices lead to higher firm performance. It is in light of these developments in the field of Human Resources Management that a critical analysis of the operations of Ministry for Home Affairs is vital.

The county governments should embrace business re-engineering in their HRM by ensuring that they select and place employees using relevant recruiting methods. They should also develop applicable compensation rewards for motivating employees. Training and Development in the county governments should be tailored based on need analysis.

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