ASSESSING DETERMINANTS OF EFFECTIVE HUMAN RESOURCE FUNCTIONS DEVOLUTION IN COUNTY GOVERNMENT OF WEST POKOT, KENYA

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A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF ENTREPRENEURSHIP, PROCUREMENT, LEADERSHIP AND MANAGEMENT SCIENCE IN THE COLLEGE OF HUMAN RESOURCE DEVELOPMENT IN PARTIAL FULFILLMENT FOR THE AWARD OF DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT OF JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

SEPTEMBER, 2016

DECLARATION AND APPROVAL

I declare that this project is my original work and has not been presented for examination in any other institution.

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This project has been submitted with my approval as university supervisor

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DEDICATION

I dedicate this project to my immediate family members, Relatives, University colleagues and friends for their love, support, care, encouragement and understanding during the entire study period.

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First and foremost I thank the Almighty God for His many blessings and care. I am grateful to my supervisor Mr. Kiprotich for his guidance of this work. Thank you for teaching, listening, and continuing to guide me efficiently. I also acknowledge my fellow students and workmates for their moral support, Kudos!

ABSTRACT

With the implementation of the new constitution in Kenya, a lot of functions have been devolved from the national government to the county government. These functions cut across the entire government system and have led to realignment of how human resource issues are handled. However, several human resource challenges have cropped up that impedes the successful devolution of this functions. This study aimed at assessing the determinants of effective human resource functions devolution in the County Government of West Pokot, Kenya. In particular it sought to assess the influence of selection; to determine the influence of reward systems; to establish the influence of training and to find out the influence of human resource planning on effective human resource functions devolution in County Government of West Pokot, Kenya. The study utilized three theories namely human capital theory, equity theory and cybernetic theory. This study adopted a descriptive research design using quantitative approaches. The target populations for this study were the employees of county government of West Pokot who are 1,020 in number. Data was collected by use of close-ended questionnaires. Pilot testing was done on 12 employees of County Government of Trans-Nzoia, Kenya. The data was analyzed using the Statistical Packages for Social Scientist Version 23. Both descriptive analysis such as mean, frequencies and standard deviation were used to describe the independent and dependent variable while inferential analysis (regression analysis) was used to test the relationships between the independent variable and the dependent variables. The result was presented using tables. The R^2 value of 0.6877 implies that 68.77% of the variations in effective human resource devolution can be explained by the variations in independent variables. It was established that both reward systems and training had the most influence while human resource planning had the least influence on effective human resource devolution. The study will be important to various stakeholders because it will enumerate the influence of various human resource functions on effective human resource devolution which is prerequisite for enhancing service delivery.

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LIST OF ABBREVIATIONS AND ACRONYMS

CCO	County Chief Officer
CPSB	County Public Service Board
CRA	Commission on Revenue Allocation
EACC	Ethics and Anti-Corruption Commission
GOK	Government of Kenya
HRM	Human Resource Management
HRP	Human Resource Planning
IEA	Institute of Economic Affairs
KNBS	Kenya National Bureau of Statistics
KNHRC	Kenya National Human Rights Commission
ROK	Republic of Kenya

DEFINITION OF TERMS

Human Resource Devolution: It refers to the re-distribution or transfer of personnel tasks or activities previously carried out by the national government (central government) to the county public service board and human resource department at the county level (Paulos, 2007).

Human Resource Planning: It is the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003).

Reward Systems: It refers to all the financial, non- financial and psychological payments that an organization gives for its employees in exchange for the work they perform (Bratton & Gold, 2007).

Selection: It is the process by which managers use specific instruments to choose from a pool of applicants the person or persons most likely to succeed in the job(s), given management goals and legal requirements (Bratton & Gold, 2007).

Training: Training is the formal and systematic modification of behavior through learning which occurs as a result of education, development and planned experience (Armstrong, 2001).

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

This chapter will review background information on human resource devolution focusing on the global, regional and local perspective. Human resource as a concept began gaining prominence in 1980's by academicians. It first started in USA and subsequently on wider scale including United Kingdom. Human resource management is the strategic and coherent approach to the management of an organization's most valued assets i.e. the people working in the organization who individually and collectively contribute to the achievement of the objectives of the business (Armstrong, 2006).

It can also be easily differentiated from Personnel Management in that HRM has at its core increased responsibilities for employee management and development by none Personnel staff that is managers at all levels, whilst leaving the traditional personnel function to take on a more strategic HR role aligned to organizational corporate aims and objectives.Employees are an organization's most valuable assets and their effective deployment and development will improve organizational performance (Guest, 2002).

Subsequently, HRM emphasizes the importance of the employees as a valuable asset in achieving sustainable competitive advantage, that HR practices need to be integrated with the corporate strategy, and that HR specialists help organizational controllers to meet both efficiency and equity objectives, (Leigh, 2008). Many academics and practitioners have argued and agreed on the need to move away from a top down command and control model to one that is based on high involvement and reciprocal commitment. This requires that a new kind of psychological contract based on mutual trust between an organization and its employees.

In their study, Ulrich and Brockbank (2005) postulated that there is a requirement for a more sophisticated style of HRM, moving from the traditionally "hard"quantitative and calculative HR manner employed, to a "softer" more people focused and inclusive version of people management. Central to achieving this high employee

involvement with reciprocal commitment through a successful implementation of strategic HRM is the role undertaken by Line Managers.

According to Martins (2007), the study intimated that the major reason for HRM being devolved to the line was that the line managers were in the best position to adopt and deliver the most effective HRM, as they were closest to the front line staff. Equally, (Schuler, 2002) posited that for HRM to be truly strategic and aligned to organizational aims and objectives, then, the responsibility for its implementation should rest with the Line Managers. This will enable the Personnel Managers who traditionally had a HR responsibility for employees to take on a strategic advisory role. Consequently, the HR function and its staff would become strategic partners to the line managers.

Several African countries have adopted decentralization that focus on popular empowerment. However, a decentralization reform faces two types of problems in many African countries. The first is the absence of capacity in central governments and in the localities to undertake the responsibilities that would make decentralization function as expected. The second problem is to overcome the negative attitude on the part of central officials who see the involvement of regional or local communities as a zero sum rather than a potential positive-sum power game between central and local officials (Olowu, 2001). Generally, decentralization takes the form of de-concentration, devolution, delegation and privatization.

In the Kenyan context, the Constitution of Kenya (RoK, 2010) adopted a devolved system of governance. The new constitution introduced major changes in governance with a clear shift from a highly centralized to a decentralized system. Devolution, as envisaged in the Constitution of Kenya is based on sharing of political, administrative and fiscal responsibilities between the national and county governments. Human resource was not an exception of the resources devolved. With a number of studies reporting positive outcomes of devolution of HR function, there are equally numerous inherent problems within the framework of devolution that can seriously undermine the positive outcomes reported.

In their studies, Schou and Haug, (2005), noted that the major concerns over devolution in ethnically diverse societies are that it encourages ethnic identification, accentuates inter-group differences and fosters discrimination against local minorities. (Ter-Minassian, 2000) affirms that there is strong evidence showing that the success of devolution is dependent on the design and implementation of the devolution framework.

1.1.1 Determinants of Effective Human Resource Devolution

According to Albert (2010), noted that the major challenge in implementation of devolution is how to narrow regional disparities in income, rescue endowments and economic development. The key pillar of devolution is ensuring equitable sharing of national and local resources throughout Kenya. He further state key objectives of devolution as ensuring equitable sharing of national resources throughout Kenya. It reduces poverty levels arising from inequalities within regions.

Evidences from countries like Argentina and Brazil have implicated devolution to production of market distortion effect emanating from overzealous, imbalanced approach to fiscal decentralization, where the sub-national governments dominate the Union, and destabilize the public sector and economy as a whole. He argues further that the national government must set aside sufficient funds for county capacity building. This can be in the form of necessary infrastructure and human resources (Albert, 2010).

In their study, Mulwa et al, (2010), attributes the high expenditure on personnel salaries in previous county councils to lack of government monitoring and that countries like United Kingdom where devolution has been practiced successfully, have experienced tremendous poverty reduction. This transformation can only be seen in a minimum period of 10 years. According to Population and Housing Census Results (2009), Kenya's population is in a rising trend, from 1969 at 10.9m, 1979 at 15.3 million, 1989 at 21.4 million and1999 at 28.7 million and then 2009 at 38.6 million. This population needs a corresponding planning and strong County governments to ensure the provision of essential services to the population.

According to CRA fact sheet(2011), after the 2013 general election, the provincial and local government created since the 1963 Kenya's independence must

constitutionally give way to the county governments. This means a lot to public sector organizations, as they have to accelerate their planning for the transition and formulation of post devolution policies, the civil society organizations who need to engage knowledgeably with both national and county governments and finally to development partners who need to refocus their strategies and programs to the new administrative and service delivery environment.

Many citizens in Kenya are still hoping that the devolved system of government would deliver the needs and aspirations of the people. However, due to complexities and logistics involved, the success of these counties relies on full utilization of HR key functions not limited to training and development, reward management, performance management and recruitment and selection. In absence of this human resource functions, efforts to counties devolution will be impossible.

1.1.3 County Government of West Pokot

The dispensation of the new constitution brought birth the 47 counties in Kenya. Each county was to operate as a different entity with its own structures similar the one of the national government. The role of the national government was only to facilitate devolution. The county of West Pokot is located is in the North Rift region of Kenya with an estimated area of 23, 17.5 km^2. According to the National Housing and Population Census (2009), the total population stands at 181063. This is rapid growth from the previous 72,161 recorded in the 1999 census. This population calls for corresponding strategic planning and a strong county government to provide the essential services for the population.

West Pokot county has two arms of government namely, the Executive and the County Assembly which operates independently based on the principle of separation of powers. The governor heads the executive whilst the speaker heads the county assembly. The executive is comprised of 10 ministries each headed by county executive Committee (CEC). The human resource department is housed in the ministry of Education, ICT and Public Administration. It has liaison offices at each of the 10 ministries. This department is expected to perform all the human resource functions not limited to human resource planning, recruitment and selection, training

and development, performance appraisal, reward management, discipline and employee relations.

In relation to HRP, the department is expected to forecast on the number and the kind of employees it will require in the future and to what extent this demand is likely to be met. Currently most positions are filled to address the current needs. There are no policies on internship and management succession, which play a crucial role in ensuring adequate supply of county workforce in the future in light of cost reduction strategy. Recruitment and selection should aim at attracting and absorbing the best candidates. However, the county public service board has been relying on single source (internet) to reach its potential candidates hence limited choice. These among other issues that will be discussed in the next sub-chapter are viewed as an obstacle towards successful devolution.

1.2 Statement of the Problem

With the recent enactment of the New Constitution, there have been many changes in the human resource function's organization and structure taking place in the public sector. As result of these changes, human resource functions have been devolved to County Public Service Board. However, several issues have cropped up in these boards that are impediments to successful devolution of human resource management. In the recent past, a number of governors have been summoned by the senate committees to shed more light on the various human resource issues that have emanated from these counties. In the Ethics and Anti-Corruption Commission report 2014/2015, there have been various irregularities with County Public Service Board. Some of these irregularities range from irregular appointments, nepotism, unfair recruitment practices, corruption and other forms of favoritisms. Furthermore the report notes that there is lack of capacity, interference by various stakeholders and presence of 'ghost workers'. In addition, the Auditor General Report 2014/2015, noted that a lot of funds in excess of 300 million have been misappropriated. In HR related issues, devolution aims at bringing services closer to its internal and external customers and therefore it would be important to establish the key determinants of effective human resource devolution. It is against this background that the study sought to assess the major determining factors for effective human resource functions devolution in the County Government of West Pokot, Kenya.

1.3 Research Objectives

The study was guided by both general and specific objectives.

1.3.1 General Objective

The general objective of this study was to assess the determinants of effective human resource functions devolution in County Government of West Pokot, Kenya.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

i. To assess the influence of selection on effective human resource functions devolution in County Government of West Pokot, Kenya.
ii. To determine the influence of training on effective human resource devolution functions in County Government of West Pokot, Kenya.
iii. To find establish the influence of reward systems on effective human resource functions devolution in County Government of West Pokot, Kenya
iv. To assess the influence of human resource planning on effective human resource functions devolution in County Government of West Pokot, Kenya.

1.4 Research Hypotheses

The study sought to test the following hypothesis:

i. **H_{01}:** Selection has no influence on human resource functions devolution in County Government of West Pokot, Kenya.
ii. **H_{02}**: Training has no influence on effective human resource functions devolution in County Government of West Pokot, Kenya.
iii. **H_{03}:** Reward systems have no influence on effective human resource functions devolution in County Government of West Pokot, Kenya.
iv. **H_{04}:** Human resource planning has no influence on effective human resource functions devolution in County Government of West Pokot, Kenya.

1.5 Justification of the Study

Due to the fact that the process of devolution is a recent phenomenon in Kenya and specifically in the region, little research has been conducted in this topic. This study assesses the determining factors of effective devolution of HRM in County Governments under devolution context in Kenya. There has been little attention put on HRM department, which is an important catalyst for successful devolution.

Studying the employment function of an organization has various advantages, in this particular case; the research will add on the existing literature on the execution and implementation of devolution policy especially the human resource management issues and propose ways of enhancing harmony and performance in service delivery for HR civil servants of West Pokot county.

The study will also be relevant to other developing economies that wish to adopt devolution as a strategy for decentralized development. By outlining these challenges and offering possible mitigating measures, it is expected that they will hopefully understand better the dynamics of HR devolution strategy. It may also be utilized by policy makers in designing relevant proposals in decentralized development.

1.6 Scope of the Study

The focus of this study is on the assessment of the determinants of effective human resource functions devolution in county government of West Pokot, Kenya. These determinants were however limited to human resource planning, training, reward systems and selection. The research was confined to the County Government of West Pokot County. The study was conducted between the periods of March 2016 to September 2016 with a budget is Ksh.120, 000.

1.7 Limitations of the Study

The study encountered some limitations. Firstly, government institutions seldom release all information required which made some respondents, apprehensive of the intentions of the study. Secondly, the sensitive nature of the study may have led to some respondents giving false information. To counter these limitations, the researcher attempted to adequately brief the targeted respondents about the intentions of the study and how the findings were to be used. The respondents were also assured of confidentiality and anonymity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will give a summary of literature available in relation to the variables under this study. This study use theoretical review, empirical review and conceptual framework guided by: selection, reward system, Human resource planning and training as the research objectives.

2.2 Theoretical Review

In an attempt to link the variables of the study, a number of theories have been proposed. For the purpose of this study, the human capital theory, equity theory and cybernetics theory will be used.

2.2.1 The Human Capital Theory

The term human capital was originally used by Nobel economist Becker, (1993) to refer to the stored valued of knowledge or skills of members of the workforce in an enterprise. The agreement among scholars is that human capital is important to the formation and growth of entrepreneurial ventures (Smart, 1998). Human capital is referred in terms of the time, experience, knowledge and abilities of an individual which can be used in the production process in an ongoing concern (Heckman, 2000). Human capital theory proposes that the level of education, area of training, previous entrepreneurial experience and business skills influence the growth of the enterprise (Becker, 1993).

In the study, human capital was considered as the skills and training an entrepreneur acquires, e.g., apprenticeship, work experience, and training in various skills. The objective of the study was to investigate how human resource management functions affect the growth more specifically on recruitment and selection, training skill and motivation of which are pertinent to devolved government. This theory is therefore suitable for selection process as it outlines the benefits of time, experience, knowledge and abilities of an individual which can be used in the production process in an ongoing concern.

2.2.2 Equity Theory

This theory looks at an organization's policies and procedures and their fair application, declaring that it influences the employee's level of motivation. The theory is proposed by J. S. Adams and posits that if rewards and punishments are accorded correctly, employees feel that the company is fair. Equity should not be confused with equality, which means giving everyone the same treatment (Armstrong, 2006). Robbins & Judge (2007) give friends, other co-workers, peers, counterparts in other organizations or neighbors as the referent that an employee may choose to compare their experience or situation with. According to Stratheford (2012), the distributive justice, which is ensuring equitable allocation of rewards and penalties, is important to employee motivation and involves a system that deals fairly salaries, bonuses, leave time, working hours, promotions, transfers, dismissals, training, demotions and salary raises.

More recently, Robbins & Judge (2007) asserted that distributive justice which the equity theory focused on has developed into organizational justice, which centers on the overall perception of fairness in the workplace by incorporating what the individual employee perceives as fair, the procedure used by the organization to grant the reward or penalty as well as the delivery of the reward/penalty as far as retaining the employee's dignity and respect is concerned. This theory is therefore suitable as it describes the importance of a fair reward system that influences employees' performance in any organization.

2.2.3 Cybernetic Theory

This model has been applied to HRM practices so as to generate alternative programs that can manage and reduce turnover in organizations. The cybernetic system has two general responsibilities namely competence management and behavior management (Wright &McMahan, 2006).Competence management strategies ensure that the organization has the required competencies through training and selection and that the organization utilizes skills that are essential to the business strategy. A competency retention strategy aims at retaining various competencies through training and reducing turnover. Competency displacement ensures that competencies that are not needed in the organizational strategy are eliminated.

On the other hand behavioral management is concerned with achieving behavioral control and behavioral coordination so that individuals in the organizations act in ways are supportive of the organizational strategy (Wright &McMahan, 2006).This theory outlines the benefits of training of employees to fit the job description and requirements thereby enhancing employee performance. It also emphasizes the need for human resource planning that is focused on attracting and retaining workforce with the requisite knowledge, skills and competencies.

2.3 Empirical Review

In this section, researches related to the study variables will be reviewed so as to find out what other researchers have discussed about them. Through this, the potential gaps to be filled by this study will be identified.

2.3.1 Selection and Effective Human Resource Devolution

A study by (Heynes, 2007) evaluated and measured the effectiveness of recruitment and selection and its impact on service delivery amongst staff within the Department of Economic Development and Tourism in the Provincial Government of the Western Cape. Questionnaires were used to collect and analyze data from a sample size of 121. Heynes concluded that the guiding principles for the recruitment and selection policy for the department should be adhered to. He proposed that a toolkit be developed to provide guidance on the management of recruitment and selection process.

The researcher suggested that mechanisms should be devised to ensure that the staff remains motivated to achieve excellent service delivery and that professionalism of staff at the department should be recognized. He further lays emphasis on the recruitment for diversity since it encourages creativity and expanded customer base and illustrates that employers who wish to develop a diverse workforce should ensure that it generates applications from a variety of individuals. An advice is also given on the hiring of relatives as this may compromise on the work since if relatives have to work in one department with one supervising the other issues of favoritism will inevitably emerge (Heynes, 2007).

In their research, Management consultant MCKinsey & Company (1997) initially investigated the challenges facing businesses in recruiting top talent in its 1997 survey tagged the war of talent. The research that surveyed 6,900 managers at 56 large and

medium sized organizations in the USA found out that 89% though it more difficult to attract talented people in 2000 than it had been before, 90% thought it more difficult to retain them and only 7% strongly agreed their companies had enough talented managers. This only displays how organizations need to be very careful with the process since its only through this that the organization will have the right start to the direction in its quest for attaining its goals and aspirations.

2.3.2 Training and Effective Human Resource Devolution

A research study to explore the current practices, policies and roles of training and development within Jordanian banking organizations was conducted by (Ibrahim, 2009). The research adopted a multi-methods approach. The data was gathered through a combination of semi-structured interviews with 15 top managers and a survey questionnaire addressed to the persons responsible for training and development within the targeted organizations. All Jordanian banking organizations were targeted in this study rather than a representative sample of these organizations; however, a purposive sampling strategy was used in choosing the participants of this study. In total, 15 top managers and 38 training and development and HRM managers took part in the study.

The study revealed that, in the majority of the organizations, there is an absence of systematic employee training needs assessment and of effective procedures for evaluation. The banks prefer to send their employees to external training providers rather than train them in the banks. The most commonly used delivery method is off-the-job training, namely lectures, seminars and case studies. Training and development is not characterized by strategic human resource development criteria and it plays a reactive rather than a proactive role in these organizations. Training improves employees' skills, knowledge, attitudes and behavior, but it does not increase employees' commitment and satisfaction(Ibrahim, 2009).

Similarly, Moncarz, Zhao and Kay (2009) report that in organizations where employees receive the training needed to assume greater responsibilities, turnover rates are generally lower. However, there are some limitations with their study. Regression analysis was used to examine the relationships between predictor and response variables. Although the study was looking at relationship between variables and could use regression analysis, it only had 71 responses out of 232 total surveys

distributed among ten management companies. About 100 or more respondents would have been ideal for that kind of analysis. Also due to the low response rate of about 30 percent, the findings of the study cannot be generalized response variables.

2.3.3 Reward Systems and Effective Human Resource Devolution

According to Mbaya (2011) who carried out a study on the effects of reward and compensation systems on employee performance within the National museums in Kenya, found out that the reward and compensations systems had both positive and negative effects on employee performance. Positively, reward and compensation increased efficiency and effectiveness, productivity and morale. Negatively, labour turnover, reduced productivity and work performance were the effects identified. In this survey, Mbaya used a questionnaire to collect data from 44 employees who were randomly sampled. The study recommended that existing reward and compensation systems should be improved and more studies carried out to investigate the strategies used to deal with employee recruitment and retention.

Research has proven that employees who get rewarded and recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. In a research on the impact of compensation on organizational performance in Kenya Ports Authority, Mbogho (2012) found out that a direct and positive relationship exists between compensation and organizational performance. From a sample size of 580 employees, Mbogho observed that a total compensation management programme, which includes payment or compensation, benefits and informal recognition are required to optimize the motivation and satisfaction levels of staff. Compensation factors that positively impact on employee motivation and job satisfaction should be the focus of the Kenya Ports Authority.

In their study, Eshun and Duah (2011) carried out a research to ascertain whether rewards motivate employees, to identify what kinds of rewards employees consider most beneficial and to discuss the dilemmas and difficulties managers face in applying motivation theory to workplace setting. The study carried out and analyzed 20 interviews with people in various positions and organizations in the Accra and Tema Municipalities of the Greater Accra region of Ghana. The analysis found out that while the use of rewards is vital in motivating employees, there is the need for

management and employees to have a clear understanding of the human nature and what actually motivates employees. The research further suggests that efficient motivation is as a result of both extrinsic and intrinsic rewards instead of using only one of them. The research also shows that enhanced motivation can be attained when managers do their best to design the work environment so that it motivates employees (Eshun & Duah, 2011).

2.3.4 Human Resource Planning and Effective Human Resource Devolution

In the research on the role of human resource planning on performance of employees of Nakuru county government, (Kamau, 2015) used questionnaires to collect and analyze data from all the 45 county human resource employees involved in the census. The research concluded that through the retention of its existing workforce, the county was likely to be successful. He further deduced that indeed employee attraction and retention are crucial in determining the level of employee performance. It recommended that the county governments should offer their employees with competitive remuneration terms in order to retain and attract the best skilled and competent workforce. He also advises the county government to plan well for their future human resource needs in order to mitigate any negative impacts as a result of demographics, government priorities and competency requirements.

According to the Institute of Economic affairs (IEA, 2010) report, most organizations in Kenya are currently facing conspicuous challenges of attracting and retaining qualified personnel. Indeed, (Kavoo-Linge & Kiruri, 2013), noted that well done induction process could improve employee confidence and performance and also provide a competitive advantage in attracting and keeping good staff. However, their study was limited to the firms in IT sector. This implies that, there exists a gap in context of county governments in Kenya.

2.3.5 Regulations and Policies of Effective Human Resource Devolution

The County Public Service Board is established in Section 57 and 58 of the County Government Act (2012). The County Public Service Board comprises the following: A chairperson nominated and appointed by the county governor with the approval of the county assembly; Not less than three but not more than five other members nominated and appointed by the county governor, with the approval of the county

assembly; and a certified public secretary of good professional standing nominated and appointed by the governor, with the approval of the county assembly, who shall be the secretary to the board.

The County Public Service Board is charged with the responsibility of developing and implementing human resource policies and framework for the County Government in line with the relevant laws. The CPSB handles all human resource issues in the county. In selecting candidates for appointment, there are the standards, values and principles that County Public Service Board is expected to observe. They include, values and principles of governance, freedom from discrimination, Minorities and marginalized groups are provided special opportunities for access to employment and values and principles of the Constitution (County Government Act, 2012).

There are also prescribed qualifications for holding or acting in the office that the CPSB has to consider. They include: The experience and achievements attained by the candidate; the conduct of the candidate in view of any relevant code of conduct, ethics and integrity; The need to ensure that at least thirty (30) percent of the vacant posts at entry level are filled by candidates who are not from the dominant ethnic community in the county; The need for open and transparent recruitment of public servants. The CPSB has also powers of making recommendations to the Salaries and Remuneration Commission, on behalf of the county government, on the remuneration, pensions and gratuities for county public service employees (County Government Act, 2012). Facilitating the development of coherent, integrated human resource planning and budgeting for personnel emoluments in counties also falls within the jurisdiction of these boards. They ensure that the above are actualized through; attracting and retaining the best employees, offering equitable and competitive reward systems and organizing in the job and off the job trainings.

2.3.6 Human Resource Devolution

The primary aim of devolution is empowerment (Olowu, 2001). On the other hand, according to Paulos (2007), devolution is the most extensive type of decentralization. In addition to this devolution is intended to reduce the gap between government and local population and also to increase control and direction over utilization of resources and ensure effective and efficient service delivery. In terms of effectiveness and

efficiency, Ademolekun, (1999) stated, "the development performance of local government is more often than not affected by the financial and human resource available to them.''

Devolution improves the HRM functions by placing a greater degree of authority and answerability in the hands of managers at the department and regional level(Ademolekun, 1999). It is a tool, which will ensure that the civil services have the capacity to do the HRM tasks in an effective and efficient way by giving them the power to recruit and select, to promote, to train and to reward accordingly in appropriate manner. Analyzing devolution will help us to understand the administrative, political, fiscal and geographical aspects of decentralization. Hence, this study views decentralization as devolution or the transfer of decision-making power and authority from the centre to local entities, which have officially demarcated geographic and functional realm in this case from national government to the county governments.

2.4 Conceptual Framework

The following framework depicts the relationship between the independent and dependent variables based on four independent variables and a dependent variable as represented diagrammatically in figure 2.1. In this study, effective human resource devolution is dependent on recruitment process, reward system, training and human resource planning.

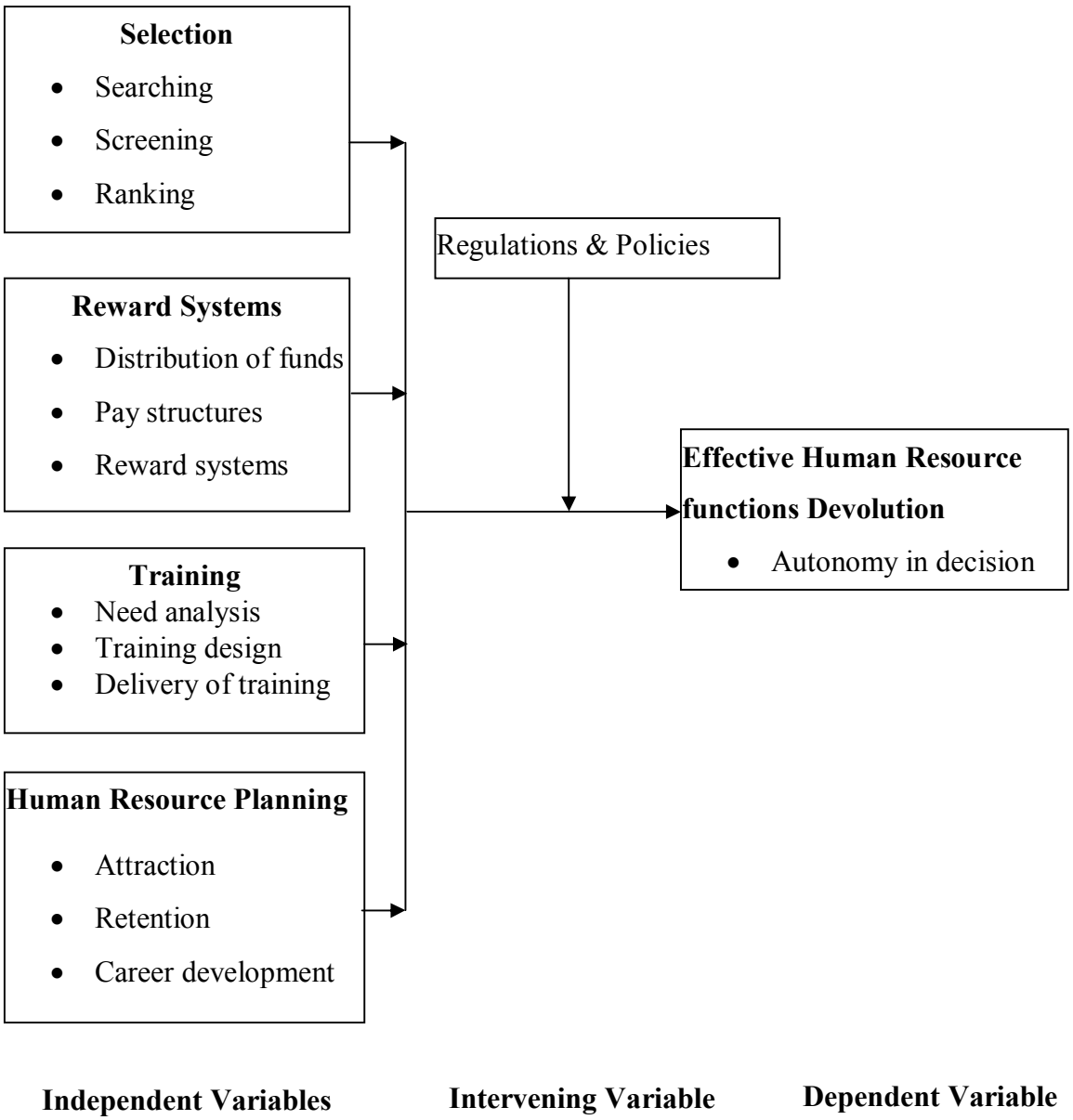

Figure 2. 1: Conceptual Framework

2.5 Summary of the Reviewed Literature

The evidence suggests several key issues that need to be considered in undertaking decentralization of human resource functions to achieve intended aims. At the local level, adequate capacity and accountability are key ingredients. Where decentralization has failed to meet desired goals, many previous studies have pointed to the lack of adequate financial resources made available to local authorities to carry out human resource functions as a major factor. In essence, decentralization of management functions cannot be expected to improve service delivery without accompanying ability to fund those functions. Similarly, several analysis point to lack

of local-level accountability in thwarting goals of decentralization. In some developing countries, for example, favoritism in employment toward "sons and daughters of the soil" is reportedly common because of local political capture of the decentralization process.

Both constraints and opportunities to effective human resource decentralization also exist at the national level. According to previous studies many of the countries have rigid civil service employment structures, have imposed wage ceilings, or are in the process of downsizing the public sector workforce. Such constraints may inherently inhibit the range of human resource functions that can be decentralized and thus the likely effect of decentralization. At the same time, the Commission for implementation of the constitution (CIC) needs to take advantage of opportunities to steer the course of decentralization. First and foremost, clarity in the objectives and divisions of responsibilities under decentralization are prerequisites. Confusion in lines of authority is often cited as challenge to effective human resource decentralization.

2.6 Critique of Existing Literature

Various studies have reported conflicting evidences. Firstly, recruitment and appointment powers for contracted physicians by divisional-level authorities in Pakistan have improved employee performance (Collins &Tarin, 2002) while findings by (Nayyar, 2006) reports that recruitment practices does not improve employee performance Secondly, in Nigeria, relatively elevated rates of facility turnover suggest that the national civil service incentive structure is not meeting its objectives of heightened facility-level teamwork and stability despite human resource management having been fully devolved to local governments (Khemani, 2004).

Thirdly, Nankervis, Compton and McCarthy (1999) established that effective training would not only equip employee with most of the knowledge and skills needed to accomplish jobs, it would also help to achieve overall organization objectives by contributing to the satisfaction and productivity of employee. However, Drucker (1999) commented that Training is an expensive way of attempting to enhance human productivity.

Lastly, in his study on Kenya Commercial Bank, Kiptugen (2003) noted that proactive rather than reactive strategies are used in human resource planning. This study only narrowed down on the Banking sector but did not look on the civil service specifically county government, which could have formed bigger and more conclusive information. These findings therefore call for further research.

2.6 Research Gaps

According to Simiyu (2015), in the study on influence of human resource functions on employee performance in the devolved health sector in Mbagathi hospital, the study established that there is a positive and strong correlation between the various hypotheses and the dependent variable.T his study used descriptive research design and targeted the staff of Mbagathi District Hospital. Simiyu focused on working environment, recruitment and selection, rewards and training and development as the independent variables. However the study did not focus on effective human resource devolution since it's difficult to measure employee performance in public service. Furthermore the target population was narrowed to Mbagathi hospital employees alone. In addition, the choice of the sampling technique did not suit the study. This study therefore seeks to fill this knowledge gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sought out various stages and phases that were followed in completing the study. It involved a blueprint for the collection, measurement and analysis of data. In this stage, most decisions about how research was executed and how respondents were approached, as well as when, where and how the research was completed. Therefore in this section the research identified the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections were included; research design, target population, sampling design, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The study adopted descriptive research design in collecting data from the respondents. According to Kothari (2004), the descriptive method is preferred because it ensures complete description of the situation, making sure that there is minimum bias in the collection of data. Kothari also indicated that the purpose of descriptive survey is to collect detailed and factual information that describes an existing phenomenon. This research design also allows for sampling in a group of population, so that inferences can be made about that population. According to Babbie, (2004), this design is selected because it allows for rapid turnaround in data collection. This also presents minimal disruption to the respondents' schedules, as the data is collected in their natural environment i.e. the work place. The research design is cross sectional whereby all the data is collected at the same time through questionnaires.

3.3 Target Population

Target population is the members of a real or hypothetical set of people, events or objects the researcher wishes to generalize the results of the research. Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper & Schindler, 2008). The target population of this study was 1,020 personnel consisting of senior management, middle management, lower management and lower cadre staff of West Pokot County Government. The target population was as summarized in Table 3.1.

Table 3. 1: Target population

Category	Population
Senior Management	100
Middle Management	144
Lower Management	256
Lower Cadre Employees	520
Total	**1020**

3.4 Sample Size and Sampling Technique

According to Orodho (2005), the main factor considered in determining the sample size is the need to keep it manageable enough. This enables the study to derive from it detailed data at an affordable costs in terms of time, finances and human resource. The study ensured a high degree of correspondence between a sampling frame and the sample population as the accuracy of the sample depended on the sampling frame. A sampling frame is defined as a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2008)

3.4.1 Sample Size

The most accurate results would have been obtained if all the 1,020 employees of county government of West Pokot were interviewed. However, only a representative sample of the respondents was drawn. To determine a representative sample size, the study adopted a formula by Nassiuma (2000) for estimating a sample size, n, from a known population size, N, and a coefficient of variation (C_V) of 50%.

$$n = \frac{NC^2}{C^2 + (N-1)C^2}$$

Where,

n= Sample Size

N= Population size

C= Coefficient of variation which is 50%

e= Error margin which is 0.05

$$n = \frac{1020(0.5)^2}{(0.5)^2 + (1020-1)0.05^2}$$

$$n = 90$$

Table 3. 2: Sample Allocation

Category	Population	Sample
Senior Management	100	9
Middle Management	144	13
Lower Management	256	22
Lower Cadre Employees	520	46
Total	**1020**	**90**

3.4.1 Sampling Techniques

A sampling technique enables a researcher to effectively and efficiently collect data for a given population. The study adopted proportionate stratified followed by simple random sampling techniques. The simple random sampling was adopted because it allows the researcher to use statistical methods to analyze sample results.

3.5 Data Collection Instruments

Data collection instrument is a tool or tools used by a researcher to collect data for a study. This study was expected to collect primary data from the respondents through questionnaires. According to Kothari (2004) questionnaires give a detailed answer to complex problems. Additionally, questionnaires are also a popular method for data collection in deduction because of the relative ease and cost-effectiveness with which they are constructed and administered. Questionnaires give a relatively objective data and therefore, are most effective.

3.6 Pilot Testing

A pilot test enables a researcher to pretest the instrument to be used to collect data prior a data collection exercise. This study subjected the questionnaire to content validity measure, where 12 individuals from County Government of Trans-Nzoia, who were not included in the sample size. They were requested to assess the instrument to be used to measure the response of the study from the sample population. They were to alternately determine whether the set objectives represented the concept of the study (Mugenda & Mugenda, 2003).

3.6.1 Validity of Instruments

Validity addresses the problem of whether a measure measures what it is supposed to measure (Zimund, 2000). According to Thietart (2001), the main concerns with the validity are whether the measured data is relevant and precise, and the second is the extent to which we can generalize from those results. Therefore, 12 questionnaires were given to respondents who helped in knowing whether the key aspect of desired information was provided by the respondents.

3.6.2 Reliability of Instruments

Reliability is the stability or consistency of scores over time (Berg & Gall, 2013). The reliability of an instrument was determined by the use of Cronbach alpha. For the variables reflected in the questionnaire to be acceptable, they should all return alpha values greater than 0.7($\alpha > 0.7$). The reliability results are shown in Table 3.3.

Table 3. 3: Reliability Test

Study Variables	Number of Test	Cronbach Alpha Values
Selection	5	0.779
Reward Systems	6	0.815
Training	6	0.763
Human Resource Planning	5	0.755
Effective Human Resource Devolution	6	0.727

The reliability test shown in Table 3.1 produced Cronbach alpha (α) values of greater than 0.70, making the questionnaires largely reliable as recommended by Fraenkel & Wallen (2000).

3.7 Data Collection Procedures

Permission was sought from West Pokot County Government to undertake the research study. A letter of consent was then given to the participants, explaining the nature of the research as well as what was required of the participants. Questionnaires were administered on the entire sample through personal delivery. The researchers employed telephone calls and personal visits to follow up on the respondents to ensure that they completed the questionnaires. The research assistants picked up the

completed questionnaires for those respondents who opted for that choice. The researcher also relied on library and desk research, review of various books, Scholarly journals and articles, reports, internet and publications on the subject matter and related topics.

3.8 Data Analysis and Presentation

Data analysis is a process in which raw data is ordered and organized so that useful information can be extracted from it. The process of organizing and thinking about data is a key to understanding what the data does and does not contain. Summarizing data is often critical to supporting arguments made with that data, as is presenting the data in a clear and understandable way. Data collected was analysed by descriptive analysis. According to Myers (2005), the descriptive statistical tool helped the researcher to describe the data and determine the extent to be used. The findings were then presented using tables. Data was analysed through the use of Statistical Package for Social Sciences (SPSS) software (version 23) due to its ability to analyse with ease management attitudes. The findings that emerged from the analysis were used to compile a report. Multiple regression analysis was also conducted to establish the form of relationship between dependent variable and the independent variables. The regression equation used was;

$$Y= \beta_{0+} \beta_1 X_{1+} \beta_2 X_{2+} \beta_3 X_{3+} \beta_4 X_{4+} e$$

Where: Y = Effective human resource devolution

X_1 = Selection

X_2 = Training

X_3= Reward systems

X_4 = Human resource planning

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$= Regression coefficients

e = error term

The regression model assumes that the relationship between the dependent variable and the dependent variable is linear. The study was tested hypotheses using a t-test to ascertain the significance of the beta coefficients at 5% significant level.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter provides a descriptive analysis of the collected data, interpretation and discussion of the findings. Following the processing and analyzing of the collected data, the findings are presented and discussed in this chapter. The findings and discussions are in line with the variables and objectives of the study. The responses on all the variables are on a 5-point scale while the statements in the view of the same are on a Likert scale. In the 5-point scale 1, 2, 3, 4 and 5 represent strongly disagree, disagree, neutral, agree, and strongly agree respectively. The chapter also provides the regression analysis carried out. Finally the chapter provides a model summary and inferences drawn from the model.

4.2 Response Rate

The respondents issued 90 questionnaires. Out of 90 questionnaires that were issued, 81 of them were filled and returned. Of the returned questionnaires, 6 were incorrectly filled and thus were not used in the final analysis. Therefore, 75 were correctly filled and hence were used for analysis representing a response rate of 83.33%. Various studies indicate that getting a high response rate from a small random sample is considered preferable to a low response rate from a large sample and thus is an important element in proving the statistical significance of the responses. Therefore, the response rate was considered sufficient to enable further analysis.

4.3 Respondents' Profile

The profile of respondents identifies the main information about the characteristics of those who participated in the research process depending on the relevance of the information sought. The researcher sought to find out the distribution of the respondents according to their gender, age bracket, education level and their working experience in County Government of West Pokot, Kenya. The aim was to deduce any trend from the respondent's profile that was directly linked to the variables of the study. Similarly, previous studies have reported some relationship between these demographic factors and employee performance.

4.3.1 Gender of the Respondents

The study sought to establish the gender of the respondents in the study. Table 4.1 shows the distribution of the respondents according to their gender.

Table 4. 1: **Distribution of Respondents by their Gender**

	Frequency	**Percent**
Male	49	65.30
Female	26	34.70
Total	**75**	**100.00**

According to the findings, majority of the respondents were male (65.3%) while the female respondents were 38.2%. This was attributed to the existing gender gap in employment in the public sector which is predominantly dominated by the male gender.

4.3.2 Distribution of Respondents by Their Age Group

The study then sought to establish the age groups of the respondents in the study. Table 4.2 shows the distribution of the respondents according to their age groups.

Table 4. 2: Distribution of Respondents by Their Age

	Frequency	**Percent**
Below 25 Years	4	5.30
26 – 35 Years	17	22.70
36 – 45 Years	22	29.30
46 – 55 Years	24	32.00
Above 56 Years	8	10.70
Total	**75**	**100.00**

The findings in Table 4.2 indicate that a majority of the respondents were of the age group 46 - 55 years (32%) while the least age group was below 25 years (5.3%). This was attributed to the general stagnation of the public sector in creating new

employment opportunities and the fairly young age of the county governments in Kenya.

4.3.3 Distribution of Respondents by Their Attained Educational Level

The study sought to establish the attained level of education of the respondents in the study. Table 4.3 shows the distribution of the respondents according to their attained educational levels.

Table 4. 3:**Distribution of Respondents by Their Educational Level**

Educational Level	Frequency	Percent
Secondary	6	8.00
Certificate	15	20.00
Diploma	21	28.00
Degree	23	30.70
Masters	10	13.30
Total	**75**	**100.00**

From Table 4.3, the study found that majority of the respondents (30.7%) had a university degree qualification which was attributed to the higher entry requirements in most counties today. Further, over 28% of the respondents had a certificate or secondary which is prevalent in rural counties in Kenya.

4.3.4 Working Experience of the Respondents

The researcher further wanted to establish the working experience of the respondents. The findings of the relationship are as illustrated in Table 4.4.

Table 4. 4: Distribution of Respondents According to their Working Experience

	Frequency	Percent
Less than 1 Year	7	9.30
1 – 3 Years	22	29.30
3 – 5 Years	32	42.70
Above 5 Years	14	18.70
Total	**75**	**100.00**

In terms of working experience, most of the respondents (42.7%) had between 3 - 5 years working experience. Cumulatively, more than 61% had more than 3 years of experience while only 9.3% had less than 1 year working experience. The study attributed this trend to the fact that the counties have been recruiting more employees in the past three to five years which has since stagnated.

4.4 Descriptive Statistics of the Study Variables

The researcher assessed the influence of four determinants on effective human resource functions devolution in County Government of West Pokot, Kenya. The selected determinants were selection, training, reward systems and human resource planning. The dependent variable for the study was effective human resource functions devolution.

4.4.1 Selection and Effective Human Resource Devolution

In this section the researcher presents various aspects touching on selection and human resource devolution in line with the first objective. The findings are based on a 5-point Likert scale and are depicted in Table 4.5. Majority of the respondents agreed that the county government undertook a planning process before embarking on recruiting new employees (3.82) and that when there was need to fill a specific competency and skill gap, the county government searched for professionals with the ability to address the issue (4.27). Further, majority of respondents disagreed that when advertising for a vacancy, the county government utilized internet and other technologies to attract a wide pool of potential candidates (2.12) and that during the recruitment exercise, the county government ranked potential candidates according to job related requirements in order to pick the best candidates (2.28). The respondents were however unsure when asked whether before recruitment exercise, the county does internal analysis to evaluate employee needs (3.16). An analysis of the standard deviations showed that all responses had a standard deviation of <1.00 which indicated smaller dispersion from the mean which was interpreted to mean convergence of responses on the particular propositions.

Table 4. 5: Selection and Effective Human Resource Devolution

	n	Min	Max	Mean	Std. Dev.
Before recruitment exercise, the county does internal analysis to evaluate employee needs	75	1	5	3.16	.837
The county government undertakes a planning process before embarking on recruiting new employees.	75	1	5	3.82	.881
When advertising for a vacancy, the county government utilizes internet and other technologies to attract a wide pool of potential candidates.	75	1	5	2.12	.984
When there is need to fill a specific competency and skill gap, the county government will search for professionals with the ability to address the issue.	75	1	5	4.27	.977
During the recruitment exercise, the county government does ranking of potential candidates according to job related requirements in order to pick the best candidates.	75	1	5	2.28	.811

4.4.2 Reward Systems and Effective Human Resource Devolution

In this section the researcher presents various aspects touching on reward systems and effective human resource devolution in line with the second objective. The findings are based on a 5-point Likert scale and are depicted in Table 4.6. From the findings in Table 4.6, it was established that majority of the respondents agreed that the reward system offered by their county enabled them to deliver effectively at their workplace (4.18) and that the pay structure in their county government was simple, clear and equitable and hence their satisfaction on the job was increased (4.17). Further, the respondents disagreed that the county government provided adequate benefits aside from rewarding like health insurance, sick, leave, annual leave and maternity leave which improve my work life (2.21), that the allowances offered as compensation for extra work and time outside normal schedules increased their commitment at work (2.45), that the county government recognized employees for their efficient and effective services and improved performance which motivated them to perform better.

(2.19) and that employees demonstrating exemplary and outstanding performance were offered achievement bonuses so that they can replicate the same behavior or even do better (2.02).

Table 4. 6: Reward Systems and Effective Human Resource Devolution

	n	Min	Max	Mean	Std. Dev.
The reward system offered by my county enables me to deliver effectively at my workplace.	75	1	5	4.18	.813
The county government provides adequate benefits aside from rewarding like health insurance, sick, leave, annual leave and maternity leave which improve my work life.	75	1	5	2.21	.947
The allowances offered as compensation for extra work and time outside normal schedules increases my commitment at work	75	1	5	2.45	.971
The pay structure in my county government is simple, clear and equitable and hence my satisfaction on the job is increased.	75	1	1	4.17	.803
The county government recognizes employees for their efficient and effective services and improved performance which motivates them to perform better.	75	1	5	2.19	.983
Employees demonstrating exemplary and outstanding performance are offered achievement bonuses so that they can replicate the same behavior or even do better.	75	1	5	2.02	0.797

The study further analyzed the standard deviations and found that all responses had a standard deviation of <1.00 indicating smaller dispersion which was interpreted to mean convergence of responses on the various propositions touching on reward systems and how it influences effective human resource devolution in County Government of West Pokot, Kenya.

4.4.3 Training and Effective Human Resource Devolution

In this section the researcher presents various aspects touching on training and effective human resource devolution in line with the third objective. The findings are based on a 5-point Likert scale and are depicted in Table 4.7.

Table 4. 7: Training and Effective Human Resource Devolution

	n	Min	Max	Mean	Std. Dev.
The county government develops the skills of its staff in accordance with the current job requirements, preparing them for current and future change and challenges.	75	1	5	2.18	.895
Training conducted by my county government is aimed at enhancing the quality and standards of service delivery offered by its employees.	75	1	5	3.97	.848
Training is offered to prepare and promote participants into a higher grade, hence motivating to employees and facilitating management succession for the organization.	75	1	5	2.42	.961
The county government offers induction training to new employees to enable them familiarize with the new environment and adapt quickly to the workplace.	75	1	5	2.31	.977
My department through its senior mentors offers on the job training which has enhanced my capacity to effectively perform my duties.	75	1	5	2.16	.633
Employees are provided with career advice, financial support and career breaks to enhance their career development	75	1	5	2.08	0.844

From the findings on Table 4.7, it was established that majority of the respondents agreed that training conducted by their county government was aimed at enhancing the quality and standards of service delivery offered by their employees (3.97). The respondents however disagreed that the county government developed the skills of its

staff in accordance with the current job requirements, preparing them for current and future change and challenges (2.18), that training was offered to prepare and promote participants into a higher grade, hence motivating to employees and facilitating management succession for the organization (2.42), that the county government offered induction training to new employees to enable them familiarize with the new environment and adapt quickly to the workplace (2.31), that their department through its senior mentors offered on the job training which had enhanced their capacity to effectively perform their duties (2.16) and that employees were provided with career advice, financial support and career breaks to enhance their career development (2.08). Since the standard deviations were <1.00, it was concluded that there was a convergence of responses.

4.4.4 Human Resource Planning and Effective Human Resource Devolution

In this section the researcher presents various aspects touching on human resource planning and effective human resource devolution in line with the last objective. The findings are based on a 5-point Likert scale and are depicted in Table 4.8. The respondents disagreed that the county government was able to create and develop employee training and management succession programs in anticipation of the future needs (2.13), that their county government took time to examine the strengths and weaknesses of its labor force and personnel policies in order to come up with strategies to improve service delivery (2.41), that opportunities for career advancement were created to encourage employees to give in their best and undertake trainings to boost their performance (2.31), that in view of competitive environment, their county government had strategies for attracting and retaining competent personnel who will assist actualizing its objectives and plans (2.17) and that there were mechanisms in place to detect duplication of effort by employees which helps to eliminate excessive labor cost emanating from blotted workforce (2.34). Further, all responses had a standard deviation of <1.00 which indicated smaller dispersion from the mean which was interpreted to mean convergence of responses on the particular propositions.

Table 4. 8: Human Resource Planning and Effective Human Resource Devolution

	n	Min	Max	Mean	Std. Dev.
The county government is able to create and develop employee training and management succession programs in anticipation of the future needs.	75	1	5	2.13	.727
My county government takes time to examine the strengths and weaknesses of its labor force and personnel policies in order to come up with strategies to improve service delivery.	75	1	5	2.41	.987
Opportunities for career advancement are created to encourage employees to give in their best and undertake trainings to boost their performance.	75	1	5	2.31	.842
In view of competitive environment, my county government has strategies for attracting and retaining competent personnel who will assist actualizing its objectives and plans	75	1	5	2.17	.759
There are mechanisms in place to detect duplication of effort by employees which helps to eliminate excessive labor cost emanating from blotted workforce.	75	1	5	2.34	.876

4.4.5 Effective Human Resource Devolution

The findings in this section involve the measurement of the dependent variable. Table 4.9 shows the findings related to measurement of effective human resource devolution. From the findings, majority of the respondents agreed that the county government conducted the recruitment and selection process without the influence of national government bodies like Public Service Commission (4.23), that the HR budget was prepared by the HR department of the county government (4.17), that when a disciplinary issue arose, an employee is subjected to a disciplinary committee comprising of persons within the county government (4.19) and that they do their own

forecasting on demand and supply of labor, determining when it needs to employ or downsize its workforce (3.91).

Table 4. 9: Effective Human Resource Devolution

	n	Min	Max	Mean	Std. Dev.
The county government conducts the recruitment and selection process without the influence of national government bodies like Public Service Commission	75	1	5	4.23	0.833
The remuneration of employees is a full responsibility of the county government and is not subjected to policies and regulations from the central government	75	1	5	2.19	0.957
The human resource budget is prepared by the human resource department of the county government	75	1	5	4.17	0.877
When a disciplinary issue arises, an employee is subjected to a disciplinary committee comprising of persons within the county government.	75	1	5	4.19	0.812
The county government conducts need analysis, designs, develops and evaluates its own training that suits its own objectives and plans.	75	1	5	2.31	0.998
The county government does its own forecasting on demand and supply of labor, determining when it needs to employ or downsize its workforce.	75	1	5	3.91	0.986

The respondents however disagreed that the remuneration of employees was a full responsibility of the county government and was not subjected to policies and regulations from the central government (2.19), and that the county government conducted need analysis, designed, developed and evaluated its own training to suit its own objectives and plans (2.31). Further, all responses had a standard deviation of <1.00 which indicated smaller dispersion from the mean which was interpreted to mean convergence of responses on the propositions on procurement performance.

4.5 Regression Analysis

This section shows how the researcher came up with relevant inferences in line with the study objectives. The section presents and discusses findings resulting from regression analysis of the study variables.

4.5.1 Regression Model Summary

The study carried out a regression analysis to establish the influence of selection, training, reward systems and human resource planning on effective human resource devolution. The model summary is depicted in Table 4.10.

Table 4. 10: Regression Model Summary

Model	R	R^2	Adjusted R^2	Std Error of the Estimate
1	0.8293	0.6877	0.6798	0.3119

The R^2, the coefficient of determination shows variability in dependent variable explained by the variability in independent variables. This value tells us how effective human resource devolution can be explained by selection, training, reward systems and human resource planning. The R^2 value of 0.6877 implies that 68.77% of the variations in effective human resource devolution can be explained by the variations in independent variables. This therefore means that other factors not studied in this study contribute 31.23% of effective human resource devolution.

4.5.2 Multiple Regression Analysis

The researcher further conducted a multiple regression analysis and the findings of the multiple regression model is depicted in Table 4.11. From the multiple regression model, holding selection, training, reward systems and human resource planning constant, effective human resource devolution would increase by 4.872. It was established that a unit increase in selection would cause an increase in effective human resource devolution by a factor of 0.331, a unit increase in training would cause an increase effective human resource devolution by a factor of 0.439, a unit increase in reward systems would cause an increase in effective human resource

devolution by a factor of 0.517 and a unit increase in human resource planning would cause an increase in effective human resource devolution by a factor of 0.283.

Table 4. 11: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
1		B	SE	B	t	p
	Constant	4.872	2.307		1.783	0.085
	Selection	0.331	0.139	0.276	2.604	0.032
	Training	0.439	0.177	0.418	2.884	0.021
	Reward Systems	0.517	0.104	0.501	3.018	0.003
	Human Resource Planning	0.283	0.139	0.377	2.435	0.017

From the findings on Table 4.11, it was established that both reward systems and training had the most influence while human resource planning had the least influence on effective human resource devolution. The un-standardized beta coefficients in Table 4.11 were then used to obtain the overall relationship of the independent variables and the dependent variable and model was formulated as:

$$Y = 4.872 + 0.331X_1 + 0.439X_2 + 0.517X_3 + 0.283X_4$$

Where Y = Effective Human Resource Devolution

X_1 = Selection,

X_2 = Training,

X_3 = Reward Systems,

X_4 = Human Resource Planning

From the model it was established that all the independent variables positively related to effective human resource devolution and were statistically significant at the 5% significance level. Furthermore, since all the p-values had values less that 0.05, all the null hypotheses were rejected and the alternative hypotheses confirmed to be true.

4.6.3 Analysis of Variance

The researcher sought to compare means using analysis of variance (ANOVA). ANOVA findings (P-value of 0.00) in table 4.12 show that there is correlation

between the predictor variables (selection, training, reward systems and human resource planning) and response variable (effective human resource devolution).

Table 4. 12: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.253	4	2.313	7.784	.001[b]
Residual	7.624	70	0.151		
Total	12.876	74			

Dependent Variable: Effective Human Resource Devolution [a]

Predictors: (Constant), Selection, Training, Reward Systems, Human Resource Planning

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study sought to assess the determinants of effective human resource devolution. In this chapter the findings of the study are summarized and conclusions are drawn from the summary. The conclusions enable the researcher to put across a number of key recommendations. The summary, conclusions and recommendations are presented in line with the objectives of the study.

5.2 Summary

The researcher summarized the research findings in the order of the study objectives. The aim of summarizing was to enable the researcher to come up with key findings from which conclusions would be drawn.

5.2.1 Selection and Effective Human Resource Devolution

It was established that the county government undertakes a planning process before embarking on recruiting new employees (3.82) and that when there was need to fill a specific competency and skill gap, the county government searched for professionals with the ability to address the issue (4.27). Further, it was established that when advertising for a vacancy, they did not utilize internet and other technologies to attract a wide pool of potential candidates (2.12) and that during the recruitment exercise, the they did not rank potential candidates according to job related requirements in order to pick the best candidates (2.28). It was however unclear whether before recruitment exercise, the county does internal analysis to evaluate employee needs (3.16). The subsequent regression analysis indicated that selection influenced effective HR devolution.

5.2.2 Reward Systems and Effective Human Resource Devolution

It was established that the reward system offered by their county enabled them to deliver effectively at their workplace (4.18) and that the pay structure was simple, clear and equitable and hence their satisfaction on the job was increased (4.17). Further, it was established that the county did not provide adequate benefits aside from rewarding like health insurance, sick, leave, annual leave and maternity leave which improve my work life (2.21), that the allowances offered as compensation for

extra work and time outside normal schedules did not increase their commitment at work (2.45), that the county did not recognize employees for their efficient and effective services and improved performance which motivated them to perform better (2.19) and that employees demonstrating exemplary and outstanding performance were not offered achievement bonuses so that they can replicate the same behavior or even do better (2.02). Further, regression analysis indicated reward systems had the most significant influence on effective HR devolution.

5.2.3 Training and Effective Human Resource Devolution

The study established that training conducted by their county government was aimed at enhancing the quality and standards of service delivery offered by their employees (3.97). The it was further established that the county government did not develop the skills of its staff in accordance with the current job requirements, preparing them for current and future change and challenges (2.18), that training was not offered to prepare and promote participants into a higher grade, hence motivating to employees and facilitating management succession for the organization (2.42), that the county government did not offer induction training to new employees to enable them familiarize with the new environment and adapt quickly to the workplace (2.31), that their department through its senior mentors did not offer on the job training which had enhanced their capacity to effectively perform their duties (2.16) and that employees were not provided with career advice, financial support and career breaks to enhance their career development (2.08). Further, regression analysis indicated training had significant influence on effective HR devolution.

5.2.4 Human Resource Planning and Effective Human Resource Devolution

The study established that the county government was not able to create and develop employee training and management succession programs in anticipation of the future needs (2.13), that they did not take time to examine the strengths and weaknesses of its labor force and personnel policies in order to come up with strategies to improve service delivery (2.41), that opportunities for career advancement were not created to encourage employees to give in their best and undertake trainings to boost their performance (2.31), that their county government did not have strategies for attracting and retaining competent personnel who will assist actualizing its objectives and plans (2.17) and that there were no mechanisms in place to detect duplication of effort by

employees which helps to eliminate excessive labor cost emanating from blotted workforce (2.34).

5.3 Conclusions

Based on the findings of the study, the researcher has drawn several conclusions which are presented in this section following the order of the objectives of the study.

5.3.1 Selection and Effective Human Resource Devolution

It was concluded that the county government undertakes a planning process before embarking on recruiting new employees and that when there was need to fill a specific competency and skill gap, the county government searched for professionals with the ability to address the issue. Further, it was concluded that when advertising for a vacancy, the county should utilize internet and other technologies to attract a wide pool of potential candidates, that during the recruitment exercise, they rank potential candidates according to job related requirements in order to pick the best candidates and that in the recruitment exercise, the county should carry out an internal analysis to evaluate employee needs.

5.3.2 Reward Systems and Effective Human Resource Devolution

It was concluded that the reward system offered by their county enabled them to deliver effectively and that the pay structure was simple, clear and equitable. It was concluded that for effective HR devolution they should provide adequate benefits aside from rewarding like health insurance, sick, leave, annual leave and maternity leave, that the allowances offered as compensation for extra work and time outside normal schedules should be geared towards increasing their commitment at work, recognize employees for their efficient and effective services and improve performance which motivates them to perform better and that employees demonstrating outstanding performance should be offered achievement bonuses so that they can replicate the same behavior.

5.3.3 Training and Effective Human Resource Devolution

The study concluded that training conducted by their county government was aimed at enhancing the quality and standards of service delivery offered by their employees. For effective HR devolution, the county government should develop the skills of its staff in accordance with the current job requirements, preparing them for current and

future change and challenges, that training offered should prepare and promote participants into a higher grade, hence motivating to employees and facilitating management succession for the organization, that they should offer induction training to new employees to enable them familiarize with the new environment and adapt quickly to the workplace, that their department through its senior mentors should offer on the job training to enhance their capacity to effectively perform their duties and that employees should be provided with career advice, financial support and career breaks to enhance their career development.

5.3.4 Human Resource Planning and Effective Human Resource Devolution

The study concluded that county governments should create and develop employee training and management succession programs in anticipation of the future needs, take time to examine the strengths and weaknesses of its labor force and personnel policies in order to come up with strategies to improve service delivery, create opportunities for career advancement to encourage employees to give in their best and undertake trainings to boost their performance, have strategies for attracting and retaining competent personnel who will assist actualizing its objectives and plans and they should mechanisms in place to detect duplication of effort by employees which helps to eliminate excessive labor cost emanating from blotted workforce.

5.4 Recommendations

After drawing inferences in line with the study objectives, the researcher has proposed pertinent recommendations. The recommendations are based on the inferences drawn from the regression analysis and the conclusions drawn.

5.4.1 The study recommends that since selection is a key factor effective HR devolution the counties should advertise vacancies, they should utilize internet and other technologies to attract a wide pool of potential candidates and that carry out an internal analysis to evaluate employee needs.

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5.4.2 The study recommends that provide adequate benefits aside from rewarding like health insurance, sick, leave, annual leave and maternity leave, that the allowances offered as compensation for extra work and time outside normal schedules should be geared towards increasing their commitment at work, recognize employees for their efficient and effective services and improve performance which motivates them to

perform better and that employees demonstrating outstanding performance should be offered achievement bonuses so that they can replicate the same behavior.

5.4.3 The study recommends that county governments should develop the skills of its staff in accordance with the current job requirements, preparing them for current and future change and challenges, that training offered should prepare and promote participants into a higher grade, hence motivating to employees and facilitating management succession for the organization, that they should offer induction training to new employees to enable them familiarize with the new environment and adapt quickly to the workplace, that their department through its senior mentors should offer on the job training to enhance their capacity to effectively perform their duties and that employees should be provided with career advice, financial support and career breaks to enhance their career development.

5.4.4 The study recommends that counties should create and develop employee training and management succession programs in anticipation of the future needs, take time to examine the strengths and weaknesses of its labor force and personnel policies in order to come up with strategies to improve service delivery, create opportunities for career advancement to encourage employees to give in their best and undertake trainings to boost their performance, have strategies for attracting and retaining competent personnel who will assist actualizing its objectives and plans and they should mechanisms in place to detect duplication of effort by employees which helps to eliminate excessive labor cost emanating from blotted workforce.

5.5 Suggestions for Further Studies

It is suggested further research be conducted to investigate other factors which influence effective human resource devolution. Similarly, other scholars should also evaluate the both the internal and external factors that influence effective human resource devolution. Lastly, more research should be conducted to understand the comparative influence of these factors in both the public and private sector organizations in order to generalize their influences on effective human resource devolution.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

TO WHOM IT MAY CONCERN

Dear Respondent,

I am a Masters student taking Master of Science in Human Resource Management at Jomo Kenyatta University of Agriculture and Technology and am currently carrying out a study entitled '**Assessing determinants of effective human resource functions devolution in County Government of West Pokot, Kenya**'. The purpose of the letter is to request you to provide your opinion based on the attached questionnaire.

The information you give will be treated with utmost confidentiality and will be used for the purposes of this research study only. In case there are any clarification sought on the questionnaire, kindly call Kefa on 0726814972. Your cooperation will be highly appreciated.
Thank you.

Kefa Ruto Plimo

Peter Kiprotich
Lecturer

APPENDIX II: QUESTIONNAIRE

Instructions: Tick where appropriate

SECTION A: General information

What is your gender?

Male [ ]

Female[ ]

Which age bracket do you fall?

Below25 yrs [ ]

26 - 35 yrs [ ]

36 - 45 yrs [ ]

46-55 yrs [ ]

56 yrs and above [ ]

What is your highest level of education ?

Primary [ ]

Secondary [ ]

Certificate [ ]

Diploma [ ]

Degree [ ]

Masters [ ]

PHD [ ]

How long have you worked with the County Government of West Pokot?

Below 1 year [ ]

1 - 3 yrs [ ]

3 - 5 yrs [ ]

Above 5 years [ ]

SECTION B: Selection and Effective Human Resource Devolution

Please rate how you agree with these statements on the selection and effective human resource devolution.

1- Strongly Disagree 2- Disagree 3- Neutral 4 – Agree 5 – Strongly Agree

Statement	5	4	3	2	1
Before recruitment exercise, the county does internal analysis to evaluate employee needs					
The county government undertakes a planning process before embarking on recruiting new employees.					
When advertising for a vacancy, the county government utilizes internet and other technologies to attract a wide pool of potential candidates.					
When there is need to fill a specific competency and skill gap, the county government will search for professionals to with the ability to address the issue.					
During the recruitment exercise, the county government does ranking of potential candidates according to job related requirements in order to pick the best candidates.					

SECTION C: Reward Systems and Effective Human Resource Devolution

Please rate how you agree with these statements on the Reward systems and effective human resource devolution.

1- Strongly Disagree 2- Disagree 3- Neutral 4 – Agree 5 – Strongly Agree

Statement	5	4	3	2	1
The reward system offered by my county enables me to deliver effectively at my workplace.					
The county government provides adequate benefits aside from rewarding like health insurance, sick, leave, annual leave and maternity leave which improve my work life.					
The allowances offered as compensation for extra work and time outside normal schedules increases my commitment at work					
The pay structure in my county government is simple, clear and equitable and hence my satisfaction on the job is					

increased.					
The county government recognizes employees for their efficient and effective services and improved performance which motivates them to perform better.					
Employees demonstrating exemplary and outstanding performance are offered achievement bonuses so that they can replicate the same behavior or even do better.					

SECTION D:Training and Effective Human Resource Devolution

Please rate how you agree with these statements on the Training and effective human resource devolution.

1- Strongly Disagree 2- Disagree 3- Neutral 4 – Agree 5 – Strongly Agree

Statement	**5**	**4**	**3**	**2**	**1**
The county government develops the skills of its staff in accordance with the current job requirements, preparing them for current and future change and challenges.					
Training conducted by my county government is aimed at enhancing the quality and standards of service delivery offered by its employees.					
Training is offered to prepare and promote participants into a higher grade, hence motivating to employees and facilitating management succession for the organization.					
The county government offers induction training to new employees to enable them familiarize with the new environment and adapt quickly to the workplace.					
My department through its senior mentors offers on the job training which has enhanced my capacity to effectively perform my duties.					
Employees are provided with career advice, financial support and career breaks to enhance their career development					

SECTION E: Human Resource Planning and Effective Human Resource Devolution

Please rate how you agree with these statements on the Human resource planning and effective human resource devolution.

1- Strongly Disagree 2- Disagree 3- Neutral 4 – Agree 5 – Strongly Agree

Statement	**5**	**4**	**3**	**2**	**1**
The county government is able to create and develop employee training and management succession programmes in anticipation of the future needs.					
My county government takes time to examine the strengths and weaknesses of its labour force and personnel policies in order to come up with strategies to improve service delivery.					
Opportunities for career advancement are created to encourage employees to give in their best and undertake trainings to boost their performance.					
In view of competitive environment, my county government has strategies for attracting and retaining competent personnel who will assist actualizing its objectives and plans					
There are mechanisms in place to detect duplication of effort by employees which helps to eliminate excessive labour cost emanating from blotted workforce.					

SECTION E: Effective Human Resource Devolution

Please rate how you agree with these statements on effective human resource devolution.

1- Strongly Disagree 2- Disagree 3- Neutral 4 – Agree 5 – Strongly Agree

Statement	5	4	3	2	1
The county government conducts the recruitment and selection process without the influence of national government bodies like Public Service Commission					
The remuneration of employees is a full responsibility of the county government and is not subjected to policies and regulations from the central government					
The human resource budget is prepared by the human resource department of the county government					
When a disciplinary issue arises, an employee is subjected to a disciplinary committee comprising of persons within the county government.					
The county government conducts need analysis, designs, develops and evaluates its own training that suits its own objectives and plans.					
The county government does its own forecasting on demand and supply of labour, determining when it needs to employ or downsize its workforce.					