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**The Effect of Human Resource Management Practices on the Service Delivery of Public  
Institutions: A Cases Study of Baringo Municipal Council**

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## **The Effect of Human Resource Management Practices on the Service Delivery of Public Institutions: A Cases Study of Baringo Municipal Council**

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### **Abstract**

**Purpose:** The purpose of this study was to assess the effect of human resource management practices on the service delivery of public institutions.

**Methodology:** The research design was descriptive. Random sampling technique was used to select the sample. The sample size was 43 from a population of 54 staff working at the council. Information was collected using a questionnaire. Data was analyzed using Statistical Package for Social Sciences (SPSS) and result presented in frequency tables. Descriptive statistics was used to illustrate the responses.

**Results:** Results indicated that training efforts at the council were low, recruitment and selection practices were lowly emphasized at the municipal council, compensation and manpower succession planning practices were lowly emphasized at the council. Results further revealed that service delivery by the public officers was poor.

**Recommendations:** The study recommended that training be emphasized at municipal council as it has an effect on the overall achievement of service delivery, that the organization needs to emphasize and encourage self or employee development by providing opportunities to employees to improve their knowledge, awareness, and develop their talents and that the organization needs to emphasize and support career guidance and mentoring as this will help improve employees self-esteem and job satisfaction.

**Keywords:** *Recruitment and selection practices, service delivery, training and development practices, compensation practices, manpower and succession planning practices.*

## **1.0 INTRODUCTION 1.1 Background of the Study**

African countries operate in a dynamic global environment and often, as changes happen elsewhere, developing countries move in stride to adopt, adapt and to accommodate the new developments. The 1990s was when the new concept of Human Resource Management was introduced in Africa. Personnel management departments and units were changed into human resource functionary units, but mostly without any significant changes in people management practices. The mainstream literature propounds that human resource management is a result of the evolution of Personnel Management. In response to the changes in the management and business environment, human resources management had to assume a strategic role rather than an administrative or operational role associated with the more traditional approach (Beaumont, 1992; Schuler and Huber, 1993). The literature on Human Resource Management identifies four characteristics which distinguish Human Resource Management, giving it an „architect“ role, from traditional personnel management: integration of human resource policies and practices with organizational strategies, a holistic; coordinated approach to policies and practices for managing people at work; a primary focus on the individual employee as opposed to the collective relations within the organizations; strong organizational value and culture emphasizing a sustainable match between the values of employees and the organization, whereby key elements of HR add value to the organization and returns on investment is simultaneously achieved (Storey, J. 1992).

## **1.2 Statement of the Problem**

The changing role of the State as well as new international forces have resulted in the need for new skills, attitudes and behaviors among public officials at all levels. It is not surprising then that the core competencies for the public sector of the 21<sup>st</sup> century differ in many ways from the past, especially as the demands placed on public servants, in terms of skills, knowledge and capacities, are rapidly increasing and becoming more complex. What is more, top government leaders in developing countries are still facing old challenges, while at the same time, they also have to address new ones, which have resulted from the many social, economic and political changes sweeping throughout the world. The problem is that the service delivery of public institutions has been poor. In addition, there exists a trend of frequent strikes by the employees of the public institutions which is a sign of poor human resource management practices. The doubt we wish to clear is whether the human resource management practices had any influence on the poor service delivery. Every government ministry has a fully-fledged human resource department discharging the functions of recruitment and selection, training and development, manpower planning and succession and, employee compensation. Despite carrying out all these functions by these human resource departments, service delivery remains the poorest in the public-sector institutions. This study therefore seeks to determine the extent to which human resources management practices affect service delivery, since ideally these practices are critical in meeting the capacity challenge of the state, which is to deliver effective and efficient service deliver. For purposes of this study a case study of Baringo municipal council is considered.

### **1.3 Objective of the Study**

The objective of the study was to assess the effect of human resource management practices on the service delivery of public institutions.

## **2.0 LITERATURE REVIEW 2.1Theoretical Review**

### **2.1.1 Motivation Theory**

Shortly after Fritz Roethlisberger published his 1941 book „Management and Morale“, outlining in detail the Hawthorn studies, Abraham Maslow published “A Theory of Human Motivation” in 1943. Maslow is considered the father of needs based motivation theory and his theory is “one of the best-known and most widely cited works on motivation” (Artley, 2001). Maslow (1946) proposed a five-level hierarchy of needs which he outlined as necessary for the achievement of a completely satisfied individual; or in his terms, a self-actualized being. Those needs are: physiological, safety, love, esteem, and self-actualization.

The theory of motivation may be used to explain the soft elements that contribute to the human resource management practices on the service delivery. For instance, the theory may use the reward structure to explain why the human resource/work force employed to manage the service delivery do not put extra effort in addressing the public institutions.

### **2.2 Empirical Review**

All public institutions need people to enable them to achieve institutional goals and objectives and the means to this is recruitment. Therefore, recruitment can be regarded as central to the state’s capacity to deliver on its mandate, which is to deliver services to the people of the Republic of South Africa. In the absence of effective recruitment policies and practices the state is likely to fail to deliver quality service, especially to the poor. It is the intention of this study to evaluate the recruitment policies and practices on the selection of most qualified and competent candidates in the Department of Public Service and Administration (DPSA)

A study conducted by the Public Service Commission pointed out the causes of some of the problems that have manifested themselves in the form of appointees that fail to perform against the requirements of the job (Republic of South Africa 2007:73). Contrary to the view that nepotism is the root of the problem, as incompetent persons are appointed over more deserving ones, it was found that most departments lack policies and procedures on recruitment and selection. A lack of such policies result in flawed recruitment and selection processes of staff, and difficulties in recruiting women and people with disabilities (Republic of South Africa 2007:73-74).

Training, in the most simplistic definition, is an activity that changes people’s behavior (Zwick, 2006). Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald, 2008) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Increased productivity is often said to be the most important reason for training (Zwick, 2006). But it is only one of the benefits. Training is essential not only to increase productivity but also to motivate and inspire workers by letting

them know how important their jobs are and giving them all the information they need to perform those jobs (Zwick, 2006).

Faems, et al. (2005) lists the following as general benefits from employee training: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, reduced employee turnover. This is only a partial listing of the many benefits that result from training. Training that is appropriate to the needs of an organization can add great value.

Compensation plays an important role in global, complex organizations. Whether compensation is used to differentiate an organization from its competitors, to underscore internal consistency from country-to-country, or to drive performance of the organization during economic downturns, compensation's role will continue to evolve and expand.

Compensation processes are based on Compensation Philosophies and strategies and contain arrangement in the shape of Policies and strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation (Bob, 2011). This constitutes measuring job values, designing and maintaining pay structures, paying for performance, competence and skill, and providing employee benefits. However, compensation management is not just about money. It is also concerned with that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2011).

The term workforce planning is a relatively new one but can be used interchangeably with older terms such as „human resource planning“, the latter term often being more common in the private sector (CIPD, 2010a). In the past workforce planning was predominantly known as „manpower planning“. Although still used occasionally, there has been a move away from this latter term due to its gender-unequal connotation and because it suggests a mechanistic quantitative approach to thinking about the workforce (Reilly, 1996). Whereas manpower planning focused in the main on headcount, workforce planning also incorporates consideration of the organization and competencies of employees.

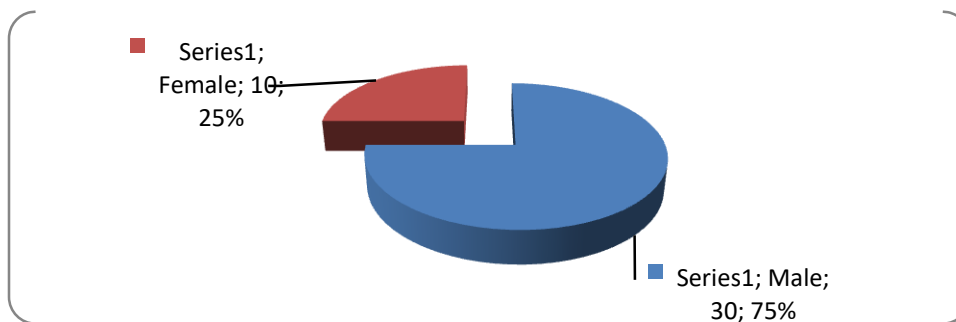
### **3.0 RESEARCH METHODOLOGY**

The research design was descriptive. Random sampling technique was used to select the sample. The sample size was 43. Information was collected using a questionnaire. Data was analyzed using Statistical Package for Social Sciences (SPSS) and result presented in frequency tables. Descriptive statistics was used to illustrate the responses.

## 4.0 DATA ANALYSIS AND DISCUSSION 4.1 General Information

### 4.1.1. Gender of Respondents

The study sought to establish the gender distribution of the respondents. The findings were presented in figure 1.

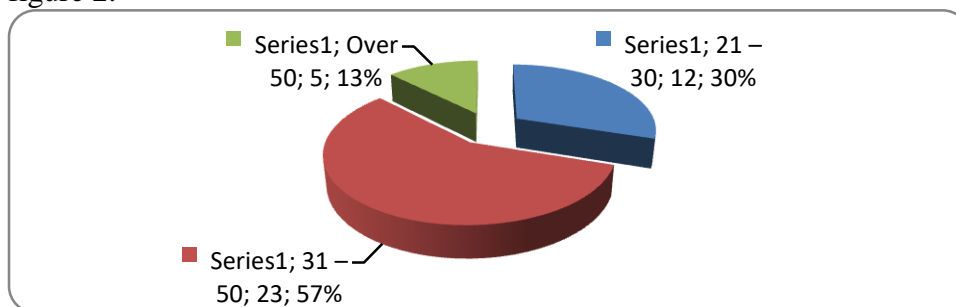


**Figure 1: Gender of the respondents**

From the study findings, (75%) were male and (25%) were female. These findings imply that the organization gender was predominantly male.

### 4.1.2 Age Bracket of the Respondents

The study sought to establish the age brackets of the respondents. The findings were presented in figure 2.

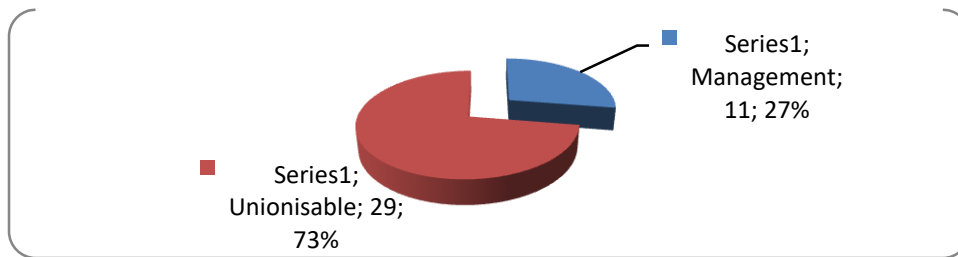


**Figure 2: Age Bracket of the Respondents**

As illustrated in figure2, the findings revealed that a majority (57%) of respondents were aged between 31-50 years, followed by (30%) respondents whose age was between 21 to 30 years, while 13% of respondents represented those who were over 50 years. The finding implies that the respondents of the study were mature and probably ready to retire in the next decade. This further implies that succession planning at the council should be taken into consideration.

#### 4.1.3 Level in the Organization

The study sought to establish the level of management of the respondents. The findings were presented in figure 3.



**Figure 3: Level in the Organization**

Figure 3 reveals that 73% of the respondents are unionisable, while 27% are in management level. The findings imply that since the respondents were unionisable, their responses were not biased and represented the true picture of the organization.

#### 4.2 Recruitment Practices

The study sought to establish the effect of recruitment and selection practices on the service delivery of Baringo municipal Council.

**Table 1: Recruitment Practices**

	Strongly disagree	Disagree	Neither agree not disagree	Agree	Strongly agree
The council conducts comprehensive interviews before hiring	3, 7.5%	23, 57.5%	5, 12.5%	9, 22.5%	0, 0.0%



Appropriately qualified staff occupy all key positions in the council	4, 10.0%	24, 60.0%	6, 15.0%	6, 15.0%	0, 0.0%
Vacant positions are advertised for competitive selection of qualified candidates	2, 5.0%	20, 50.0%	7, 17.5%	6, 15.0%	5, 12.5%
Employees are recruited on merit based on qualifications and work experience	3, 7.5%	21, 52.5%	6, 15.0%	5, 12.5%	5, 12.5%

Results in table 1 revealed that majority (57.5%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 65% of those who disagreed with the statement that the council conducts comprehensive interviews before hiring. Meanwhile 22.5% agreed, and 12.5% neither agreed nor disagreed and none of the respondents strongly agreed with the statement. It is therefore possible that people with low qualifications were hired since interviews were not competitive and comprehensive.

The findings further indicated that majority (60%) of the respondents disagreed while another 10% strongly disagreed bringing to a total of 70% of those who disagreed with the statement that appropriately qualified staffs occupy all key positions in the council. Meanwhile 15% agreed, and another none of the respondents strongly agreed and 15% neither agreed nor disagreed with the statement.

In addition, majority (50%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 55% of those who disagreed with the statement that vacant positions are advertised for competitive selection of qualified candidates. Meanwhile 15% agreed, and another 12.5% strongly agreed and 17.5% neither agreed nor disagreed with the statement.

Finally, the findings indicated that majority (52.5%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 60% of those who disagreed with the statement that employees are recruited on merit based on qualifications and work experience. Meanwhile 12.5% strongly agreed, and another 12.5% agreed and 15% neither agreed nor disagreed with the statement.

#### 4.2.1 Correlation between Recruitment Practices and Service Delivery

The study sought to establish whether recruitment practices influences service delivery.

**Table 2: Correlation between Recruitment Practices and Service Delivery**

	Service Delivery	Recruitment
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Service Delivery	Pearson Correlation	1	.941**
	Sig. (2-tailed)		.000
	N	40	40
Recruitment	Pearson Correlation	.941**	1
	Sig. (2-tailed)	.000	
	N	40	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results in table 2 revealed that there was a positive and significant relationship between recruitment practices and service delivery. This was supported by (R) was 0.941 (p value 0.000),

### 4.3 Training and development practices

The study sought to establish the effect of training and development practices on the service delivery of Baringo municipal Council.

**Table 3: Training and development practices**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
The council has invested in training and development of its work force	3, 7.5%	27, 67.5%	7, 17.5%	3, 7.5%	0, 0.0%
The council has sponsored its staff for diploma and university courses	2, 5.0%	27, 67.5%	5, 12.5%	4, 10.0%	2, 5.0%
Every new employee receives Induction Training	3, 7.5%	21, 52.5%	7, 17.5%	7, 17.5%	2, 5.0%

Training and development is based on capacity, needs and capacity objectives	2, 5.0%	16, 40.0%	11, 27.5%	7, 17.5%	4, 10.0%
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Results in table 3 revealed that majority (67.5%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 75% of those who disagreed with the statement that the council has invested in training and development of its work force. Meanwhile 7.5% agreed, and none strongly agreed and 17.5% neither agreed nor disagreed with the statement.

The findings further indicated that majority (67.5%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 72.5% of those who disagreed with the statement that the council has sponsored its staff for diploma and university courses. Meanwhile 10% agreed, and another 5% strongly agreed and 12.5% neither agreed nor disagreed with the statement.

In addition, majority (52.2%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 60% of those who disagreed with the statement that every new employee receives Induction Training. Meanwhile 17.5% agreed, and another 5% strongly agreed and 17.5% neither agreed nor disagreed with the statement.

Finally, the findings indicated that majority (40%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 45% of those who disagreed with the statement that training and development is based on capacity, needs and capacity objectives. Meanwhile 10% strongly agreed, and another 17.5% agreed and 27.5% neither agreed nor disagreed with the statement.

**4.3.1 Correlation between Training and Development Practices and Service Delivery** The study sought to establish whether training and development practices influence service delivery.

**Table 4: Correlation between Training and Development Practices and Service Delivery**

		Service Delivery	Training
Service Delivery	Pearson Correlation	1	.910**
	Sig. (2-tailed)		.000
	N	40	40
Training	Pearson Correlation	.910**	1
	Sig. (2-tailed)	.000	
	N	40	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results in table 4 revealed that there was a positive and significant relationship between training and development practices and service delivery. This was supported by (R) was 0.910 (p value 0.000),

#### 4.4 Compensation practices

The study sought to establish the effect of compensation practices on the service delivery of Baringo municipal Council.

**Table 5: Compensation practices**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree nor disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
The municipal council pays adequate salaries	2, 5.0%	24, 60.0%	6, 15.0%	4, 10.0%	4, 10.0%
The employee benefits are better as compared to other organizations in similar category	3, 7.5%	24, 60.0%	7, 17.5%	5, 12.5%	1, 2.5%
The council remuneration is based on experience and qualifications	2, 5.0%	26, 65.0%	6, 15.0%	6, 15.0%	0, 0.0%

Results in table 5 revealed that majority (60%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 65% of those who disagreed with the statement that the municipal council pays adequate salaries. Meanwhile 10% agreed, and another 10% strongly agreed and 15% neither agreed nor disagreed with the statement.

The findings further indicated that majority (60%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 67.5% of those who disagreed with the statement that the employee benefits are better as compared to other organizations in similar category. Meanwhile 12.5% agreed, and another 2.5% strongly agreed and 17.5% neither agreed nor disagreed with the statement.

In addition, majority (65%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 70% of those who disagreed with the statement that the council remuneration is based on experience and qualifications. Meanwhile 15% agreed, and none of the respondents strongly agreed and 15% neither agreed nor disagreed with the statement.

#### 4.4.1 Correlation between Compensation Practices and Service Delivery

The study sought to establish whether compensation practices influence service delivery. Results in table 6 revealed that there was a positive and significant relationship between compensation practices and service delivery. This was supported by (R) was 0.804 (p value 0.000)

**Table 6: Correlations between Compensation Practices and Service Delivery**

		Service Delivery	Compensation
Service Delivery	Pearson Correlation	1	.804**
	Sig. (2-tailed)		.000
	N	40	40
Compensation	Pearson Correlation	.804**	1
	Sig. (2-tailed)	.000	
	N	40	40
**. Correlation is significant at the 0.000 level (2-tailed).			

#### 4.5 Manpower and Succession Planning Practices

The study sought to establish the effect of manpower and succession planning practices on the service delivery of Baringo municipal Council.

**Table 7: Manpower and succession planning practices**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree not disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
The council has a policy on succession planning	3, 7.5%	19, 47.5%	8, 20.0%	10, 25.0%	0, 0.0%
The council conducts HR audits	2, 5.0%	27, 67.5%	7, 17.5%	4, 10.0%	0, 0.0%
The council engages HR professionals to provide consults services in succession planning	3, 7.5%	22, 55.0%	7, 17.5%	4, 10.0%	4, 10.0%
The council plans for the adequacy of staff in terms of quantity and qualification	2, 5.0%	20, 50.0%	6, 15.0%	8, 20.0%	4, 10.0%

Results in table 7 revealed that majority (47.5%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 55% of those who disagreed with the statement that the

council has a policy on succession planning. Meanwhile 25% agreed, and none of the respondents strongly agreed and 20% neither agreed nor disagreed with the statement.

The findings further indicated that majority (67.5%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 72.5% of those who disagreed with the statement that the council conducts HR audits. Meanwhile 10% agreed, and 17.5% neither agreed nor disagreed with the statement.

In addition, majority (55%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 62.5% of those who disagreed with the statement that the council engages HR professionals to provide consults services in succession planning. Meanwhile 10% agreed, and another 10% strongly agreed and 17.5% neither agreed nor disagreed with the statement.

Finally, the findings indicated that majority (50%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 55% of those who disagreed with the statement that the council plans for the adequacy of staff in terms of quantity and qualification. Meanwhile 10% strongly agreed, and another 20% agreed and 15% neither agreed nor disagreed with the statement.

#### 4.5.1 Correlation between Manpower and succession planning practices and Service Delivery

The study sought to establish whether manpower and succession planning practices influence service delivery.

**Table 8: Correlations between Manpower and succession planning practices and Service Delivery**

	Service Delivery	Manpower
Service Delivery	1	.902**
Pearson Correlation		.000
Sig. (2-tailed)	40	
N	.902**	40
Manpower		1
Pearson Correlation	.000	
Sig. (2-tailed)	40	
N		40
**. Correlation is significant at the 0.01 level (2-tailed).		

Results in table 8 revealed that there was a positive and significant relationship between manpower and succession planning practices and service delivery. This was supported by (R) was 0.902 (p value 0.000)

#### 4.6 Service Delivery

The study sought to determine the level of service delivery by the Baringo municipal council.

**Table 9: Service Delivery**

	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neither agree not disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
The council offers adequate health facilities	2, 5.0%	25, 62.5%	7, 17.5%	6, 15.0%	0, 0.0%
The council offers adequate parking	2, 5.0%	26, 65.0%	7, 17.5%	2, 5.0%	3, 7.5%
facilities					
The council offers adequate education/ school facilities	3, 7.5%	17, 42.5%	12, 30.0%	8, 20.0%	0, 0.0%
The council offers adequate lighting facilities	3, 7.5%	24, 60.0%	7, 17.5%	6, 15.0%	0, 0.0%

Results in table 9 revealed that majority (62.5%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 67.5% of those who disagreed with the statement that the council offers adequate health facilities. Meanwhile 15% agreed, and another 17.5% neither agreed nor disagreed and none of the respondents strongly agreed with the statement.

The findings further indicated that majority (65%) of the respondents disagreed while another 5% strongly disagreed bringing to a total of 70% of those who disagreed with the statement that the council offers adequate parking facilities. Meanwhile 17.5% neither agreed nor disagreed, and another 5% agreed and none of the respondents strongly agreed with the statement.

In addition, majority (42.5%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 50% of those who disagreed with the statement that the council offers adequate education/ school facilities. Meanwhile 20% agreed, and another 30% neither agreed nor disagreed and none of the respondents strongly agreed with the statement.



Finally, the findings indicated that majority (60%) of the respondents disagreed while another 7.5% strongly disagreed bringing to a total of 67.5% of those who disagreed with the statement that the council offers adequate lighting facilities. Meanwhile 15% agreed, and another 17.5% neither agreed nor disagreed and none of the respondents strongly agreed with the statement.

## **5.0 CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusions**

Following the study findings, it was possible to conclude that recruitment and selection practices was poor this was arrived at because majority of the respondents scored lowly on recruitment statements. It was also possible to conclude that there was no training offered to employees this was supported by the majority of respondents who disagreed with the training statements. Nontrained employees therefore offer poor services as they lack necessary skills. The study further concludes that there were no good compensation practices in place in the council this demotated employee who then offered poor services. There was also no manpower and succession plan policy in place in the council. It was also possible to conclude that human resource practices (recruitment and selection, training and development, compensation and manpower and succession planning practices) affect service delivery positively.

### **5.2 Recommendations**

The study recommended that training be emphasized at the municipal council employees as it has an effect on the service delivery. It was recommended that the management to emphasize on recruitment and selection practices so as to motivate the employees. It was also recommended that the management should emphasize on compensation practices. In addition, it was recommended that the council to adhere to manpower and succession planning practices to ensure that the employees in the council are fit for various positions. The study recommends further the government through the ministry of state must (1) train and develop its employees (2) emphasize competitive recruitment and selection practices for skilled and quality manpower (3) put in place succession plan, and have (4) an adequate compensation policy, for it to achieve efficient and effective service delivery, as confirmed by this study.

### **5.3 Areas for Further Research**

The study recommends for a further investigation to be done on other factors affecting service delivery in private and public organizations for example PESTLE factors (political, economic, social, technological, legal and environmental factors).

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