



**STAFF RESOURCING PROCEDURES AS A STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICE IN
ACHIEVING INSTITUTIONAL PERFORMANCE IN KENYA: NAROK COUNTY GOVERNMENT PERSPECTIVE.**

Naikuni M. N Daniel,
PhD Candidate Jomo Kenyatta University of Agriculture and Technology, Kenya.
Prof. Obere John A.,
Proffessor for Econometrics and Statistics, Maasai Mara University, Kenya.
Dr. Iravo Amuhaya,
**Lecturer Human Resource and Strategic Management, Jomo Kenyatta University of Agriculture
and Technology, Kenya.**

ABSTRACT

The purpose of this study was to assess the contribution of Staff Resourcing Procedures as a strategic human resource management practice in achieving institutional performance. A multi-respondent survey of qualitative and quantitative data was collected using questionnaires from the 400 staff selected through purposive and stratified sampling from a population of 2496 from Narok County Government. The data collected using self administered questionnaires was analyzed using descriptive statistics; Percentages, Mean and Standard deviation and inferential Statistics; Factor Analysis, Pearson Correlation Coefficient, and Chi-square. The study findings show that there is an association between the variable of the study and the dependent variable. The results of the study show statistical estimates Pearson's R of 0.453, Phi value of 2.701 and the Cramers V is 0.530 and both have a P- value of 0.000. The Pearson chi square is 2318.527 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. Therefore the results show that there is a positive correlation between Staff Resourcing process and achievement of institutional performance with a strong association and dependency. It is therefore concluded that the staff resourcing procedures have a positive significant relationship with institutional performance. The study recommends that institutions should emphasize on effective Staff Resourcing procedures as examined in the achievement of institutional performance of Narok County Government. The findings are useful to the government of Kenya, Narok County Government, Staff and contribute to the knowledge gap.

Key Words: Strategy, Performance, Institution and Resource

Background of the study

Adamolekun, (1999) defined decentralization as a political arrangement involving devolution of specific powers, functions, and resources by the central governments to sub-national level government units like regional or provincial and local governments, which are independent of the central government and have legal status. In Africa, major decentralizations took place in 1990s but its reforms were confronted by two main challenges which included; absence of capacity in central governments and in the localities to undertake the responsibilities that would make decentralization function and secondly the problem to overcome the negative attitude on the part of central government officials who underrate the



involvement of regional or local communities (Olowu, 1999). Olowu, (2001), defined devolution as the transfer of legislative, political, administrative and financial authority to plan, make decisions and manage public functions and services from central government to local governments.

In Kenya decentralization took place after the enactment of the new Constitution of Kenya (GoK) in August 2010, which led to the birth of forty seven County governments in Kenya (Devolution Act 2010). This study notes devolution as an intention to reduce the gap between government and local population to increase control and direction over utilization of resources and ensure effective and efficient service delivery. In terms of effectiveness and efficiency this study observes that devolution is required to improve the SHRM function by placing greater degree of authority and answerability in the hands of managers at the central and local governments. Hence, this study views decentralisation 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.

To overcome the overriding challenges county governments need to integrate strategic human resource management practices in the core business strategies. This means formulating and executing human resource policies and practices that produce the employee competencies and behaviours that Counties needs to achieve their strategic objectives (Mwenda, 2010). There exists a skills gap in the county governments due inherited unskilled and illiterate workforce from the dissolved local authorities and human resources acquired through unprofessional means; political, tribalism, nepotism and to some extend religion and racism. This may have lead to strategic Staff resourcing practice being sparingly absent and decisions made to be based on adhoc compromises. Given that county heads are politicians, there is delay or absence of recognition of human resource management as strategic partner in institution policy formulation hence making county government hard in making strategic decisions and unfairness in handling staff resourcing.

According to Gusdorf (2008) recruitment is the process of attracting Individuals on a timely basis, in sufficient numbers and with appropriate qualifications to apply for jobs within an organization and choosing from a group of applicants the individual best suited for a particular position and for the organization. Failte (2013) says that there are 8 key steps necessary in a recruitment and selection process that must be considered ranging from job Vacancy, Job Analysis, attracting candidates, Screening applications, Interviewing candidates, Selecting and Appointing, Induction and Training and Finally to employee evaluation. Each of the above elements are very important to make sure the most suitable candidate is found for any given post and you should view recruitment and retention as entailing the 8 stages.

Jeff et al (2002) illustrates the research pay benefits by Watson Wyatt done in North America in 1999 and repeated in 2000 in Europe showing that excellence in recruitment increased shareholders value. Recruiting excellence was interpreted to mean effectively planned recruitment that supports the business plan by placing the right people with ready to use skills in the right roles. He further clarifies that businesses need people and not just people but talented people to move the organizations forward vision and ideas of the organization and that successful organizations and businesses thrive by means of their ability to adapt and innovate. Hence, the current study notes that the County governments in



Kenya need to have the right people with relevant skills, experience and who are ready to perform the activities with passion in place. This is because if employees are acquired competitively, the likelihood of getting the right skill will be high and will be an asset to the organization performance and vice versa.

Problem statement

Strategic HRM has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2004). Many studies have shown a positive relationship between HRM strategies and performance mainly in the manufacturing sector (Katou, 2008; Ahmad & Schroeder, 2003; Bae & Lawler, 2000; Batt, 2002; Guthrie, 2001).

The contribution of staff resourcing in government institutions performance from different sectors and contexts of devolved systems has not been assessed since Kenya adopted a devolved system. On Narok County for example, Auditor General in his Audit report of June 2013 noted that the county is faced with a Human resource challenge because of unqualified staff, mismatch in qualification and placement. Complaints have been raised on employment criteria's, Intellectual Capital availability, Management of resources, Corruption, staff morale, staff turnover and completion and distribution of projects (Koisaba 2015). It is against this background that this study was conducted in order to examine if Staff Resourcing Practices Contributes to the Achievement of Institutional Performance of Narok County Government.

General Objective

The general objective of this study is to assess the contributions of staff resourcing procedures as a strategic human resource management practice in achieving institutional performance in Kenya: Narok County Government Perspective.

Specific Objectives

To find out whether staff resourcing procedures contributes to the institutional performance of Narok County Government.

H₀₁: There is no relationship between Staff Resourcing process and achievement of institutional performance.

Justification of the Study

The aim of this study was to assess how best we can achieve institutional performance using strategic human resource management practices in Kenyan County Governments. This was achieved through a careful examination and investigation of the factors that contributes to strategic human resource management practices in achieving institutional performance in Narok County Government. This study helps employees improve their skills in understanding the importance of SHRM to their performance. Management of County Governments will be improved through measures that enable workers to better apply SHRM techniques at work and thereby improve on their performance. This enables County Governments execute their mandate of service delivery more efficiently to all residents within their areas of jurisdiction assisted by effective and efficient workers. The study also assist scholars of HRM understand the factors contributing to the use of SHRM in current management of institutions. It also



provide new knowledge and insight into the organization of high organizational performance hence assist the development of programs that can help institutions better their performance and thus contribute to social and economic development of the whole country.

Theoretical framework

In an attempt to explain the relationship between SHRM and Institutional performance, the researcher focused on three competing normative theories as debated by numerous researchers: universalistic, contingency and configurational theories. The most influential model of external fit is that from Schuler and Jackson (2001) which argues that business performance will improve if their HR practices support their choice of competitive strategy: cost leadership, quality enhancement and innovation. Under this model, organizations need to work out the required employee behaviors to implement a chosen competitive strategy and devise supporting HR practices to enable those behaviors to be encouraged in the workforce. Vertical integration can be explicitly demonstrated through the linking of a business goal to individual objective setting, to the measurement and rewarding of attainment of that business goal. Schuler and Jackson (2001) defined the appropriate HR policies and practices to 'fit' the generic strategies of cost reduction, quality enhancement and innovation.

Wilkinson (2002) noted that the key point about configurational perspective is that it seeks to derive an internally consistent set of HR practices that maximize horizontal integration and then link these to alternative strategic configurations in order to maximize vertical integration and therefore organizational performance. Thus SHRM, according to configuration theorists requires an organization to develop a HR system that achieves both horizontal and vertical integration. The configuration approach contributes to the SHRM debate in recognizing the need for organizations to achieve both vertical and horizontal fit through their HR practices, so as to contribute to an organization's competitive advantage. For County governments to be competitive in their level of service delivery to the citizens the institutions will strive to both vertical and horizontal fit through proper HR practices; Staff resourcing, Training and Development, Performance Management, Appraisal and Reward management. All this if well managed will lead to achievement of institution Performance.

Conceptual Framework

The purpose of this study is to develop a model to show the relationship between SHRM practices and institutional performance. In this study staff resourcing as SHRM practice; was taken as the independent variable that influences institutional performance which is the dependent variable. This is diagrammatically illustrated in Figure 1.

Independent Variables

Dependent variables

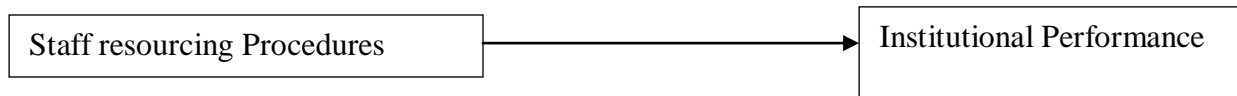


Figure 1: Conceptual framework

Staff Resourcing is the process of attracting Individuals on time, sufficient numbers and with appropriate qualifications to apply for jobs within an organization and choosing best individual suited for a particular position in the organization. Hence, the current study notes that the County governments in Kenya need



to have the right people with relevant skills, experience and who are ready to perform the activities with passion in place. This is because if employees are acquired competitively, the likelihood of getting the right skill will be high and will be an asset to the organization performance and vice versa.

Institutional Performance

The performance of individual employees determines the end results on the achievement of certain objectives and institutional goals. Highly performing employee's leads to high institutional performance while low performing employees will cause low performance of institutions. Increasing demand for county government's services requires an expansion of the human resource management function and implementation of new strategies, models, and practices to assist the governments in meeting these services and performance challenges. In contrast to the traditional civil service focus on matching particular individuals with certain jobs and measuring the accomplishment of specified job duties, SHRM encourages HR managers to explore the skills and potential of all employees and to ask how employees might be deployed more effectively to help an organization achieve its strategic goals. In order to implement SHRM practices, an organization must develop an overall strategic plan as well as a human capital plan that integrates the workforce requirements with the goals identified in the larger strategic plan.

Despite the extensive literature favoring the use of non-financial measures such as Total Quality Management (TQM), Business Process Reengineering (BPR) and the Balanced Scorecard (BSC), Ruzita (2007) has indicate that financial measures such as sales revenue, operating income, sales growth, manufacturing costs, and cash flows are still important and receive more weight in the performance measurement systems in Kenyan County Government context. Armstrong (2006) further mentioned that reward practice will enhance motivation, commitment, increase job engagement and develop discretionary behavior.

Thus, the question of whether strategic human resource practices improves or worsens firm financial performance is stills worthy of further research such as the one being undertaken in this study. Besides, the impact of strategic human resource practice on firm performance has not received adequate research attention in Kenya. Research also shows most of the studies on impact of strategic human resource practice on institutional performance that have been reported were carried out on industrialised countries such as the United States (Martell and Caroll, 1995), United Kingdom, Australia and Asia (Purcell, 2002 and 2004; Storey, 1995 and Legge, 1995) among others. This means that there is a major gap in the relevant literature on developing countries including Kenya, which has to be covered by research. This research attempts to fill this gap by studying the situation of the Kenya's county governments and providing more empirical evidence on the effects of strategic human resource practices on institutional performance.

METHODOLOGY

The study used a survey research design to collect data from the target population using self administered questionnaires. A mixed method approach utilizing both qualitative and quantitative methods was adopted. Qualitative approach was used to supplement and strengthen the quantitative



aspects and provide an opportunity for the researcher to observe the application of HRM strategies first hand.

The population of the study was all staff working in Narok County Government who include; County Executives, Chief Officers, Directors, Departmental managers and employees in the county. The study targets a total population of 2496 distributed in all departments. A sample of 400 employees, which fulfils the requirements of efficiency, representativeness, reliability and validity, was selected based on cost, accepted confidence level and size of the population (Mugenda & Mugenda, 2012). The Yamane formula for calculating sample sizes was used.

$$n = N / 1 + N(e)^2$$

$$n = 2496 / (1 + 2496(0.05)^2)$$

$$n = 2496 / (1 + 2496(0.0025))$$

$$= 2496 / 6.24 = 400$$

A total of 52 individuals from County Executives, chief officers and directors were purposely selected from the county. 14% of the other employees were selected using stratified random sampling because this method enables the researcher to achieve the desired representation from the various subgroups in the population and confidence that if another sample of the same size is selected the findings from the two samples were similar to a high degree.

The study collected both primary and secondary data using various means. Primary data was collected using self administered questionnaires while secondary data was collected from relevant documentaries as well as counties documentations. The questionnaire was formulated using Likert scale type of questions that are close ended. This enables the researcher to study the employee's perception on Contribution of strategic HR practices in achieving institutional performance.

A pilot test was carried out to test the validity and reliability of research instruments before the study is conducted. A Cronbach's coefficient alpha scale of 0-1 was used to determine the internal reliability of research instrument to be used in the study. Wallen & Fraenkel, (2001) deposits that Cronbach's coefficient alpha of 0.7 and above is considered suitable for any study. The reliability of instruments was tested in its entirety and subscales tested independently hence a cronbach's Alpha of 0.98 was realised. The self administered questionnaires were distributed to the respondents and collected in 3 weeks using trained research assistants.

Using SPSS statistical software, both descriptive and inferential statistics were used to analyse the data collected. Descriptive statistics; Frequencies, Percentages, Mean, Standard Deviation and Kurtosis was calculated on the independent variables to summarize and classifying the data collected into meaningful form for easy interpretation. Inferential statistics; Factor Analysis, Correlation, Chi-Square, and Pearson Correlation Coefficient test was used to reduce the factors using factor loading, determine relationships between independent and dependent variables, check the normality of variables, and make generalizations about the characteristics of populations based on data collected.



Anonymity and confidentiality was provided to protect respondent's identity. A cover letter was used to introduce the subject matter of the study and the researcher. The researcher assumed the responsibility to report problems and weaknesses experienced as well as the positive results of the study.

Findings of the Study

The findings of the study were presented in this section after tabulation, data analysis and interpretation. The study distributed a total of 400 questionnaires and only 342 were returned and used for the analysis. This is 85.5% which was considered appropriate. According to Marton (2006) a response rate above 70% is considered appropriate for a descriptive study. The distribution of responses according to the departments is presented in table 1.

Table 1: Departments

Departments	Frequency	Percent
Education, Social work, Youth and Gender	63	18.4
Agriculture, Livestock & Fisheries	26	7.6
Health	61	17.8
Transport & Roads	20	5.8
Tourism, Trade & Industry	49	14.3
Environment, Water & Natural Resource	16	4.7
Finance, Economic Planning & ICT	41	12.0
Administration Coordination of Decentralization & Disaster Management	26	7.6
Land& Urban Planning	8	2.3
County Assembly	20	5.8
Public Service Board	12	3.5
Total	342	100.0

The results on table 1 shows that majority 63(18.4%) of the respondents who participated in the study were from the Education, Social work, Youth and Gender departments at the county government. This was followed by health with a response rate of 61(17.8%), while Lands and Urban planning had the least number of respondents 8(2.3%). This was quite proportional to the number of employees in these departments with Education, Social work, Youth and Gender departments having the highest number of employees in the entire county.

Demographic data

Demographic variables are important in any descriptive survey because they have an influence on the response. For this study the gender, duration of service, engagement level and duration of service were considered.



Gender of the Respondents

Gender is an important factor in a social study as it helps to give a picture on how male or female responses perceive a certain situation. The response from the study is presented in figure 4.1.

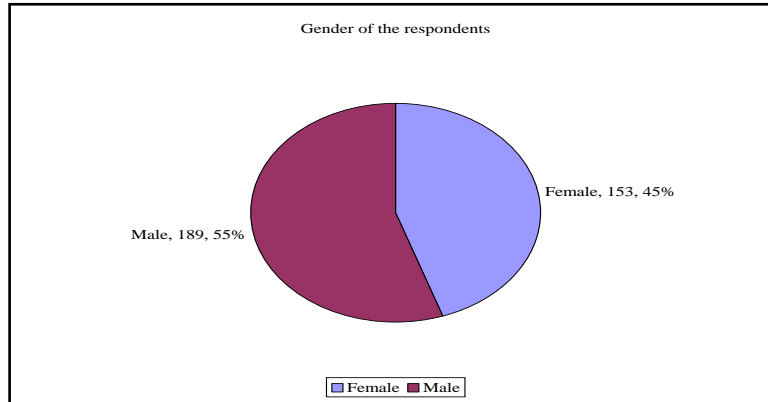


Figure 1

Gender of Respondents

The results in figure 4.1 show that the number of males who participated in the study was 189(55%) while the number of female was 153(45%). This reflects a small disparity between the employees in the county government.

Engagement Level

The study sought to establish the level of engagement by the respondents in order to establish the distribution of the respondents. This was presented in table 2.

Table 2: Engagement Level of the Respondents

Level of engagement	Frequency	Percent
Executive	7	2.0
Chief Officer	7	2.0
Director	6	1.8
Manager	23	6.7
Employee	299	87.5
Total	342	100.0
Mean	4.75	
Standard Deviation	.768	
Kurtosis	12.885	
Std. Error of Kurtosis	.263	

The results presented on table 4.2 shows that 87.5 % of the respondents were employees with only 12.5% representing the management level.



Duration in Service

It was also important to establish the duration of service among the respondents. Majority of the respondents 227(66.4%) have worked for the county government for between 1- 5 years while only 10(2.9%) , 52(15.2%) have worked for between 6-10 years, 15(4.4%) have worked for between 11-15 years, 16(4.7%) have worked for 16-20 years, 22(6.4%) have worked for 21-25 years while 10(2.9%) had worked for more than 26 years meaning most of the employees at the county government were hired when the county government come into existence while the rest were adopted from the former Local government and secondment from the National Government. The results indicate a mean of 1.78 and a standard deviation of 1.378.

Staff Resourcing Procedures Contribution to the Institutional Performance

The first objective of the study sought to establish whether staff resourcing procedures contribute to institutional performance in county governments. The objective was measured on a 5 scale Likert ranging from strongly agree to strongly disagree. The objective was analyzed in three stages. First factor analysis was performed to establish whether the items defining the objective were appropriate for further analysis. The items were considered for further analysis only if they had a factor loading of 0.4 and a KMO of 0.921 and a Barletts test of sphericity less than 0.05. The results were presented as follows.

Factor Analysis

This analysis was done to determine the value of KMO and Bartlett's Test and the factor loading.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
	Approx. Chi-Square	1321.595
Bartlett's Test of Sphericity	Df	28
	Sig.	.000

The results in table 4.3 shows that the objective was suitable for further analysis because the KMO value was 0.921 far much above the threshold on 0.4 and the Bartlett's test of sphericity has a value of 0.000 which is much lower than 0.05. The values are presented in table 4



Table 4: Component Matrix

Items	Component
Recruitment and selection process is carried out professionally and staff appointed based on merits at all levels	.771
The Public Service Board is Competent in delivering their services hence their input has increased the County Performance	.811
Recruitment and selection of Employees is affected by political, ethnicity and nepotism.	.736
The County government acquired competent and high skilled employees based on merits and this improved County Performance	.782
Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards	.786
Appointment to positions is based on individual Career (specialty) and job Experience and this has improved the County Performance.	.774
The performance of the County Government has improved because the County PSB Matches job with skills available, finding gaps and sourcing for right skills to fill the gaps.	.819
There are Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance.	.606

The factor analysis was done to determine the component matrix developed using the Principal Component Analysis. All items that had a factor loading of below 0.4 were removed from the analysis. For this case item viii was removed from the analysis since it had a loading below 0.4. All the other items had factor loading above 0.4 hence used in further analysis.

Descriptive Statistics

The descriptive analysis was done to establish the mean, standard deviation, frequencies and percentages of the respondents. The values are presented in table 5. Where; strongly agree= 5, agree= 4, Neutral= 3, disagree= 2 strongly disagree= 1



Table 5: Descriptive statistics

Items	1	2	3	4	5	Mean	Std dev
Recruitment and selection process is carried out professionally and staff appointed based on merits at all levels	98 (28.7)	110 (32.2)	60 (17.5)	36 (10.5)	38 (11.1)	3.57	1.304
The Public Service Board is Competent in delivering their services hence their input has increased the County Performance	89 (26.0)	116 (33.9)	57 (16.7)	51 (14.9)	29 (8.5)	3.54	1.257
Recruitment and selection of Employees is not affected by political, ethnicity and nepotism	50 (14.6)	97 (28.4)	86 (25.1)	48 (14.0)	61 (17.8)	3.08	1.312
The County government acquired competent and high skilled employees based on merits and this improved County Performance	70 (20.5)	136 (39.8)	69 (20.2)	49 (14.3)	18 (5.3)	3.56	1.123
Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards	75 (21.9)	111 (32.5)	75 (21.9)	44 (12.9)	37 (10.8)	3.42	1.262
Appointment to positions is based on individual Career (specialty) and job Experience and this has improved the County Performance.	62 (18.1)	120 (35.1)	75 (21.9)	54 (15.8)	31 (9.1)	3.37	1.209
The performance of the County Government has improved because the County PSB Matches job with skills available, finding gaps and sourcing for right skills to fill the gaps.	83 (24.3)	102 (29.8)	77 (22.5)	27 (7.9)	53 (15.5)	3.52	1.267
The County Public Service Board need to outsource for technical skills to improve on performance of the County	89 (26.0)	116 (33.9)	47 (13.7)	64 (18.7)	26 (7.6)	3.57	1.304

Numbers in brackets are in percentage.

The results show that most of the respondents agreed with the statement that recruitment and selection process is carried out professionally and staff appointed based on merits at all levels the mean



of the response was 3.57 with a standard deviation of 1.304. The results also shows that most of the respondents agreed that the Public Service Board is Competent in delivering their services hence their input has increased the County Performance. The mean response was 3.53 and the standard deviation was 1.257. The mean response on whether Recruitment and selection of Employees is affected by political, ethnicity and nepotism was 3.05 indicating that most of the respondents were not sure of the statement. It is also noted that the mean response on whether the County government acquired competent and high skilled employees based on merits and this improved County Performance is 3.56 with a mean deviation of 1.123. This shows that most of the respondents agreed with the statement and this contradicts the Auditor General report on Narok County Government 2013 which noted that the County is faced with a great challenge of skill mismatch.

On whether Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards most of the respondents with a mean of 3.42 and a standard deviation of 1.262 indicating a wide variation in the responses. On whether there are Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance the results show that most of the respondents with a mean of 3.52 and a standard deviation of 1.267 indicated that the respondents were not sure of the statement. This shows that the respondents provided varied responses on similar items defining the objective. The standard deviation shows that there is a mixed reaction to the statements.

Correlation Analysis

This section sought to establish whether there is a significant relationship between staff resourcing procedures and the performance of county government. The results were tested at a 95% confidence level. The results were presented in table 6.

Table 6: Correlations analysis between staff Resourcing procedures

		Performance of county government
Staff Resourcing Procedures	Pearson Correlation	.438**
	Sig. (2-tailed)	.000
	N	317

The results on table 6 show that there is positive and significant relationship between staff resourcing procedures and the performance of county government. It is shown that the Pearson's correlation $R = 0.438$ with a p -value of 0.000. This shows that the performance of county governments is influenced by staff resourcing procedures.

Chi Square Analysis

In order to test the independence of the variables chi square analysis was used. The study results were presented in table 7.



Table 7: Staff Resourcing Procedures and the Performance

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2318.527 ^a	806	.000
Likelihood Ratio	1172.538	806	.000
Linear-by-Linear Association	60.506	1	.000
N of Valid Cases	317		

The results presented on table 7 shows that the Pearson chi square is 2318.527 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. This therefore means that there is a significant association between staffing and the performance of county governments in Kenya. This is confirmed by the Phi and The Cramers V values presented in table 8.

Table 8 Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	2.704			.000
	Cramer's V	.530			.000
Interval by Interval	Pearson's R	.438	.049	8.637	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.405	.052	7.852	.000 ^c
N of Valid Cases		317			

Phi value of 2.704 and The Cramers V of 0.530 which both have a P- value of 0.000 indicating a very significance association between the variables. This therefore indicates that Staff Resourcing Procedures has a significant association with the performance of employees at county governments in Kenya. The Pearson's R of 0.438 shows a weak positive correlation and the T value of 8.637 which is higher than the critical value of t at +2 provides a ground for testing the study hypothesis.

Dependent Variable (Institutional Performance Indicators)

The dependent variable also tested for sampling adequacy and the results were presented in table 9.



Table 9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.913
Bartlett's Test of Sphericity	Approx. Chi-Square	1488.318
	Df	45
	Sig.	.000

The result shows that the items of the variable had a very high sampling adequacy since the KMO value was 0.913 which is far much above 0.4. The Bartlett's Test of Sphericity was also less than 0.05. This shows that the variable was suitable for use in further analysis. The component matrix was computed to establish whether all the items could be used for further analysis or not. The results presented in table 10 shows those items were suitable for use in further analysis.

Table 4.10: Component Matrix

	Items	Component
i	Rate your level of participation in development of HR strategies such as Resourcing of staff, Training, Appraisal, Reward and Performance Management.	.643
ii	Rate the County Management Competencies to initiate, implement and Changing of HR Strategies.	.747
iii	Rate the attention paid in developing new HR strategies by Top management	.736
iv	Rate the attention paid in adjusting to new HR strategies by Top management	.739
v	Rate the commitment to HR strategic Management as a choice for your organization by Top management	.737
vi	Rate the relevance and suitability of strategic Human resource Management to your organization	.600
vii	Rate your organization success at identifying corrective actions on HR strategies	.719
viii	Rate the commitment of the Top management in providing financial resources to support implementation of Human resource Strategies	.744
ix	Rate your organization success at identifying corrective actions on HR strategies	.784
x	Rate your organization effectiveness at evaluating Impact of change in initiating HR strategies	.794



All the ten variables were established to have a factor loading of more than 0.4. The lowest loading was 0.600 while the highest loading was 0.794. This shows that the items were all suitable for use in further analysis.

Descriptive Statistics

Descriptive analysis was done to summarize the views and opinions of the respondents. The respondents were required to respond to various items using a scale of Excellent= 5, Very Good= 4, Good= 3, Fair= 2, Poor = 1. The results were presented in table 11.

Table 11: Institutional Performance Indicators

	I	ii	lii	iv	V	vi	Vii	viii	lx	x
Poor	43 (12.6)	33 (9.6)	44 (12.9)	31 (9.1)	48 (14.0)	22 (6.4)	31 (9.1)	54 (15.8)	34 (9.9)	46 (13.5)
Fair	76 (22.2)	69 (20.2)	76 (22.2)	94 (27.5)	68 (19.9)	82 (24.0)	75 (21.9)	88 (25.7)	82 (24.0)	56 (16.4)
Good	93 (27.2)	93 (27.2)	81 (23.7)	101 (29.5)	78 (22.8)	92 (26.9)	108 (31.6)	77 (22.5)	94 (27.5)	89 (26.0)
Very Good	90 (26.3)	95 (27.8)	85 (24.9)	59 (17.3)	97 (28.4)	83 (24.3)	79 (23.1)	72 (21.1)	94 (27.5)	84 (24.6)
Excellent	26 (7.6)	38 (11.1)	31 (9.1)	32 (9.4)	26 (7.6)	48 (14.0)	34 (9.9)	36 (10.5)	23 (6.7)	52 (15.2)
TOTAL	342	342	342	342	342	342	342	342	342	342
Mean	2.94	3.11	2.95	2.90	2.95	3.16	3.03	2.84	2.97	3.12
Std. Deviation	1.161	1.165	1.207	1.127	1.207	1.157	1.126	1.253	1.113	1.272
Kurtosis	-.885	-.826	-.977	-.680	- 1.011	-.903	-.713	- 1.029	-.825	-.974

The results show that all the items had a mean less than 3.5 indicating that the respondents indicated that the institutional performance indicators were good. This is also confirmed by the high negative skewness indicated by the value of kurtosis.

Discussions of the Findings

The hypothesis stated that there is no relationship between Staff Resourcing process and achievement of institutional performance. The results of the study show agreement with the statement since statistical estimates Pearson’s R of 0.438 shows a weak but positive correlation between the variables. However, the T value of 8.637 which is much higher than the critical value of t at +2. The Pearson chi square is 2318.527 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. Therefore the results show that there is a positive correlation between Staff Resourcing process and achievement of



institutional performance with a strong association and level of dependency. This agrees with the findings of Alande, (2013) who established that if the recruitment process is wrong then there becomes a big problem in managing employees to make them have any contribution to the institution performance. Based on these results it is noted that since all the variable under study have a statistically significant association with institutional Performance then the county governments need to consider staff resourcing as an important HR strategy if they have to improve on the performance.

Summary of the Findings

The study established that strategic human resource management practices have a positive relationship with firm performance. This shows that a firm that wants to develop a competitive advantage over its rivals should embrace these “best practices”. The study distributed a total of 400 questionnaires and only 342 were returned and used for the analysis. This is 85.5% which was considered appropriate. According to Marton (2006) a response rate above 70% is considered appropriate for a descriptive study. The results on table 4.1 shows that majority 63(18.4%) of the respondents who participated in the study were from the Education, Social work, Youth and Gender departments at the county government. This was followed by health with a response rate of 61(17.8%), while Lands and Urban planning had the least number of respondents 8(2.3%). This was quite proportional to the number of employees in these departments with Education, Social work, Youth and Gender departments having the highest number of employees in the entire county.

The study established that the number of males who participated in the study were 189(55%) while the number of female were 153(45%). This reflects a small disparity between the employees in the county government. Majority of the respondents 227 (66.4%) have worked for the county government for between 1- 5 years while only 10(2.9%) , 52(15.2%) have worked for between 6-10 years, 15(4.4%) have worked for between 11-15 years, 16(4.7%) have worked for 16-20 years, 22(6.4%) have worked for 21- 25 years while 10(2.9%) had worked for more than 26 years meaning most of the respondents were hired when the county government came into existence while the rest were adopted from the former Local government and secondment from the National Government. The results indicate a mean of 1.78 and a standard deviation of 1.378.

Staff Resourcing Procedures Contribution to the Institutional Performance

The results in table 3 shows that the objective was suitable for further analysis because the KMO value was 0.921 far much above the threshold on 0.4 and the Bartlett’s test of sphericity has a value of 0.000 which is much lower than 0.05. The factor analysis was done to determine the component matrix was developed using the Principal Component Analysis. All items that had a factor loading of below 0.4 were removed from the analysis. For this case item viii was removed from the analysis since it had a loading below 0.4. All the other items had factor loading above 0.4 hence used in further analysis.

The results show that most of the respondents agreed with the statement that recruitment and selection process is carried out professionally and staff appointed based on merits at all levels the mean of the response was 3.57 with a standard deviation of 1.304. The results also shows that most of the respondents agreed that the Public Service Board is Competent in delivering their services hence their



input has increased the County Performance. The mean response was 3.53 and the standard deviation was 1.257. The mean response on whether Recruitment and selection of Employees is affected by political, ethnicity and nepotism was 3.05 indicating that most of the respondents were not sure of the statement. It is also noted that the mean response on whether the County government acquired competent and high skilled employees based on merits and this improved County Performance is 3.56 with a mean deviation of 1.123. This shows that most of the respondents agreed with the statement.

On whether Placement, Transfers and Promotion is carried out professionally and in line to laid HR standards most of the respondents with a mean of 3.42 and a standard deviation of 1.262 indicating a wide variation in the responses. On whether there are Proper strategies to retain high skilled staff and motivate them to perform better (HR Planning) hence high county performance the results show that most of the respondents with a mean of 3.52 and a standard deviation of 1.267 indicated that the respondents were not sure of the statement. This shows that the respondents provided varied responses on similar items defining the objective. The standard deviation shows that there is a mixed reaction to the statements.

The results indicate a positive and statistically significant association between staff resourcing procedures and the performance of county government. The results of the study show statistical estimates Pearson's R of 0.438, Phi value of 2.701 and the Cramers V is 0.530 and both have a P- value of 0.000. The Pearson chi square is 2318.527 with 806 degrees of freedom and a p- value of 0.000. The critical chi factor at 800 degrees of freedom is given as 880.275 which is far much below the calculated factor. Therefore the results show that there is a positive correlation between Staff Resourcing process and achievement of institutional performance with a strong association and level of dependency.

Conclusions

The purpose of the study was to determine the Contribution of Staff Resourcing as a Strategic Human Resource Management Practice in Achieving Institution Performance. The study found that staff resourcing practice had a positive and significant association with performance. This means that with improved staff resourcing, institutional performance also improves. The correlation between staff resourcing practice and performance is 0.438. This means that the staff resourcing procedures used in the county government positively influence performance. The relationship was tested at a significant level of 0.05 using Chi Square Test of Associations. An examination of the mean scores found that County Governments have strived to adopt staff resourcing practice to a great extent. The results of this study add to the growing empirical evidence that suggest that strategic staff resourcing impact on firm performance. Thus the findings of this study are consistent with the stream of research and theory that support the universalistic perspective.

It is evident that Strategic staff resourcing is required by the county government if it have to improve on their performance. The results have shown that there is a positive relationship between staff resourcing and performance but the association that the factor on performance is very significant. This means that the County Governments focus on these processes in order to capture the right stock of human talent that will lead to sustained competitive advantage.



The research findings leave no doubt that Institutions that want to develop a competitive advantage over the others need to adopt these strategic human resource management practices and Implement them.

Recommendations

The County Governments in Kenya are faced with many challenges due to changes in the business environment. Thus, investment in human capital management strategies helps to improve on their performance, quality of service provided, labour cost reduction, high productivity and operating effectiveness. However, what is important knows the best means to make the impact. Thus, an important implication of this study is that;

1. That the County Government should professionally source for employees and place them to the right jobs based on their career lines and experience. This can only be achieved if the county Service Board is independent from any political interference and use of qualified members representing important areas of specialty especially on technical areas is highly recommended. This means that the County Governments need to focus on these processes in order to capture the right stock of human talent that will lead to sustained competitive advantage.
2. There is a need for a significant transformation of HRM responsibility to reflect the new demands and realities of the public sector. This is geared to accommodate the HR Managers as strategic partners in institutions whose role determine the end results on productivity.
3. HRM specialists should be able to play a role of organizational change consultants, and the cost-effectiveness evaluation of SHRM interventions should be performed. This helps to reduce change resistance in institutions among the employees, strategies development, policies implementation and evaluation. All this helps to improve the County Performance at a low cost.

Suggestion for further study

Research on staff resourcing and institutional performance suggest that future researchers to carry out research on other County Governments to establish the extent to which the staff resourcing procedures had influence their performance. This is because this study focused on establishing the relationship between strategic staff resourcing procedures and institutional performance and not the extent to which the practice influence performance.

BIBLIOGRAPHY

Adamolekun, L. (ed.) (1999) *Public Administration in Africa: Main Issues and Selected Country Studies*. Colorado: Westview Press.

Ahmad, O., & Schroeder, R.G. (2003). The impact of human resource management practices on operational performance: Recognizing country and industry differences. *Journal of Operations Management*, 21(1): 19-43.

Armstrong, M. (2006). *Human Resource Management Practice*. (10th Ed.). London: Kogan Page.

Bae, J., & Lawler, J.J. (2000). Organizational Performance and HRM strategies in Korea: Impact on Firm Performance in an Emerging Economy. *Academy of Management Journal*, 43 (3), 502–517.

Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales



Growth. *Academy of Management Journal*, 45, 587–597.

Constitution of Kenya, Kenya Law Reports(2010).Retrieved December 10, 2014 from

<http://www.kenyalaw.org>

Failte, I.(2013), *Recruitment and Selection*. Ireland pp 3-4.

Guthrie, J. T., Van Meter, P., McCann, A., Wigfield, A., Bennett, L., Poundstone, C., Rice, M. E., Fabisch, F., Hunt, B., & Mitchell, A. (2001). Growth of literacy engagement: Changes in motivations and strategies during concept-oriented reading instruction. *Journal of Management Studies*.Reading Research Quarterly, 31, 306–333

GOK, (2010). *Performance Contracting Department report on evaluation of the performance of public agencies for the financial year 2008/2009*. Office of the Prime Minister. Nairobi: Government Printer, March, 2010.

Katou, A.A., & Budhwar, P.S. (2007). The effect of human resource management policies on Research in personnel and human resource management. *Journal of Business*.Greenwich, CT: JAI Press.vol. 3: 1-30.

Katou. A.A., (2008). Measuring the impact of HRM on organizational performance. *Journal of Journal of Business*. Greenwich, CT: JAI Press.vol. 3: 1-30.

Koisaba, B. (2015), Entrenched corruption and impunity in Kenya; Two people killed, four government officials arrested as Maasai protest mismanagement of resources in narok county, kenya. Retrieved on 29thJanuary2015. From <https://intercontinentalcry.org>

Legge, K. (1995). Human resource management rhetorics and realities. *Journal of Management Studies*, 46(1): 133–144.

Mugenda, A., & Mugenda, O. (2012). *Research Methods; Quantitative and Qualitative Approaches*. (5th Ed.). Nairobi: Acts Press Publishers. Pp 256

Mwenda, A. K (2010). *Devolution in Kenya Prospects, Challenges and Future*. [Issue 24 of IEA research paper series](#). Institute of Economic Affairs Kenya, pp 115.

Mwenda,A.K.(2010).Economic and Administrative Implications of the Devolution Framework Established by Constitution of Kenya. *Institute of Economic Affairs*. pp 30, 33.

Olowu, B. (1999) “Redesigning African Civil Service Reforms” *Journal of Modern African Studies*,



Vol. 37 (1): 1-23.

Omboi, B., & Messah, S. M. (2011). The Effect of Performance Appraisal Systems on

Employees in Kenya Tea Development Agency: A Survey of Selected Tea Factories in Meru County-Kenya. *Research Journal of Finance and Accounting*, 2 (3).

Schuler, R.S., Jackson, S.E. and Storey, J. (2001). HRM and its Link with strategic Management', Productivity and corporate financial performance. *Academy of Management Journal*, 38 J Storey (Ed), *Human Resource Management: A critical Text*. 2nd Edition, Thompson Learning

Wilkinson A (2002). *International Encyclopaedia of Business and Management*. 2nd edn, pp. 1720–1730. London: International Thomson Learning.
