

Influence of Employee Procurement on Service Delivery at Public Service

Commission of Kenya

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Abstract

Public service in Kenya has been characterized by poor delivery of services to the public. This has been blamed on the human resource practices at the public-sector organizations mainly procurement of staff which is characterized by corruption, nepotism and lack of professionalism. Empirical literature is however scanty on how employee procurement affects service delivery as many studies examine organization performance. Additionally, the extent to which staff welfare is conducted is expected to influence both staff procurement and level of staff motivation and hence service delivery. The study sought to assess the impact of employee procurement on service delivery at Public Service Commission of Kenya. Specifically, the study sought: to determine the influence of employee recruitment and selection on service at Public Service Commission, Kenya, to establish the impact of employee induction service delivery at Public Service Commission of Kenya, to assess the moderating effect of staff welfare practices on the relationship between employee procurement and service delivery at Public Service Commission of Kenya. The study was guided by human capital theory. The research adopted descriptive study design. The location of the study was the Public Service Commission located in Nairobi. Target population was the public service commission of Kenya 223 employees. Stratified proportionate random sampling technique was used to sample the respondents. Reliability of the research instruments was assessed using Cronbach Alpha. Moderated multiple regression analysis was used to achieve the study objectives. The study found that employee procurement had a positive and significant impact on service delivery at service commission. Employee recruitment and selection had a significant positive influence on service delivery at Public Service Commission of Kenya. Staff induction had positive but had insignificant effect on service delivery. Staff welfare was concluded to have a significant moderating effect on the impact of employee recruitment and service delivery. Thus, staff recruitment is not enough assurance of service delivery, how the induction is done is important but not significant but most importantly, staff welfare as a motivation and retention factor. The study recommends for the recognition by the public service organizations the importance of professionalism in staff procurement with the aim of improving service delivery. Best staff recruitment and selection mechanisms will play a key and integral role in promoting service delivery among public institutions. Staff recruitment is not enough assurance of service delivery, how the induction is done is important but not significant. Thus, comprehensive staff induction plan need to be adopted by public institutions since this is what determines the culture

new staff will adopt. The study recommends that most importantly, staff welfare as a motivation and retention factor should be given adequate attention and appropriate practices on the same adopted.

Key Words: *Employee Procurement, Recruitment and Selection, Induction, Service Delivery, Public Service Commission*

1. INTRODUCTION

Employees represents the human capital factor in all organizations and embodies all human abilities regardless of the intrinsic or learnt qualities, whose worth could be improved by suitable development investments (Bernardin, 2010). Aldaibat and Irtameh (2012) posit that human capital is the backbone of management decisions. Every firm function is dependent on human capital and can only develop if the human capital is incorporated in the entire life cycle of the organization. The management of the human recourses is therefore viewed as requiring new methods in order to see the trials for well managing teams and change (Schuler & Jackson 2012) the organizations mostly is in order to achieve goals. For this to happen, they therefore, need to hold basic HRM practices which consist of employment and selecting, developments and trainings, rewards management including Human Resource Planning which are important for their survival (Walker, 2010). In recent years, the Human Resources Management practices in organizations have undergone major shifts and as such Human Resource practitioners have taken a strategic position in organizations as they have a major performance in organization. In this regard, according to (Bernardin, 2010) states that a in an organization to perform its largely it depends on people.

In practice, most developed economies such as USA, UK and Canada, over sixty-five percent of their public sector organizations have succeeded in developing and maintaining organizational performance through strategic application of various HRM practices (Cadalian, 2013). Similarly, in China Korea and Japan over fifty percent of their civil servant's exhibit HRM characteristics which greatly influences delivery of quality public services that impacts positively on countries economic development. While studies on HRM situations in developing economies are limited, efforts for generalization of empirical evidences from developed countries have been greatly cautioned by Collings, Demirbag, Mellahi, & Tatoglu (2013) that HRM is societal culture and economic institutional framework specific. The Kenyan government efforts are aimed at improving the show and the public service sector's efficiency which was initiated through Public Sector Reforms in 2007. In the beginning phase, a Voluntary Early Retirement Scheme was set-up aimed at dismissing duties of employees of the civil servants under the Job Group A-G whereby forty- two, one hundred and thirty-two civil- servants retired. This was then followed by the second step of changing the program which aimed at restructuring the civil service structures leading to reducing the initial main public service by about 30%. It was apparent that both the efficiency and operation of the civil service, was not as well as anticipated (Opiyo, 2009).

The PSC plays a serious role in the realization of national development goals and making sure that the public service offers professional, efficient and at all times effective services to the citizens of Kenya. With the promulgation of the Constitution of Kenya 2010, on 27th August, 2010, the Commission was bestowed with a re-defined mandate under Articles 155,158,171(2), 230(2) and 234(2). The functions conferred upon the Commission included those that the Commission handled under the old dispensation, those previously undertaken by other government departments and completely new functions. Article 233 limits the membership of the Commission. It is made up of the chair, a deputy chair and 7 other members competitively nominated by the sitting head

of state and later approved by the National Assembly of Kenya. This reduction from the previous membership of sixteen may have significant implications on the operations of the Commission in the light of the enhanced mandate.

2. RESEARCH PROBLEM

Public service in Kenya has been characterized by poor delivery of services to the public. This has been blamed on the human resource practices at the public-sector organizations mainly procurement of staff which is characterized by corruption, nepotism and lack of professionalism (Kimuyu, 2012). Confirming this, Kairu (2014) studied the implementations of human resources plan challenge in the public service in Kenya. The study found out that the human resource practices at public sector was based on rigid organizational culture which made implementation of human resource strategy difficult and thus impacted negatively on the implementation of organizational strategies. Sang (2015) carried out a study on the connection between HR and Productiveness in Labour among State Corporations in Kenya. It was discovered that staff procurement had a positive and important result on labour productivity while appointing employees largely controlled the labour productiveness. Empirical literature is however scanty on how employee procurement affects service delivery as many studies examine organization performance. Additionally, the extent to which staff welfare is conducted is expected to influence both staff procurement and level of staff motivation and hence service delivery.

3. OBJECTIVES OF THE STUDY

The study sought to assess the impact of employee procurement on service delivery at Public Service Commission of Kenya. Specifically, the study sought:

- i. To determine the influence of employee recruitment and selection on service at Public Service Commission, Kenya
- ii. To establish the influence of employee induction service delivery at Public Service Commission of Kenya
- iii. To assess the moderating effect of staff welfare practices on the relationship between employee procurement and service delivery at Public Service Commission of Kenya

4. THEORETICAL REVIEW

The study was guided by human capital theory. Human Capital Theory initially suggested by Becker (1993) terms the human capital to be essential in attaining economic progress. It is associated with the procurement of human resource in various organizations. Responding to the challenges posed by globalization and technology advancement will be addressed through having the appropriate human capital in the firms. The employees should not only be well trained and professional but also have the right attitude to perform their duties. The importance of human capital in organizations has increased in popularity with more firms investing heavily so as to ensure they have a competent and well skilled labor force (Hunjra, 2010).

Human capital constitutes an important component of gaining a competitive edge against the rivals as it is not consumed in the production process and is not easily imitated. The theory thus sensitises on the importance of human resource management practices such as recruiting, selecting, training and development of the human resource so to attain maximal performance (Chandan, 2010). Effective HRM practices are therefore essential in promoting better human resource competency and productivity. Human capital may be also recognized as a production means in gaining greater added values. The importance of the theory is that it increases the knowledge and expertise in

selecting effective human resources using efficient HRM practices. This implies that increased performance and public service delivery will be best attained when the human capital is well selected and trained (Truss, 2009). The theory encourages the managements in the various firms not to be reluctant in obtaining the best human capital for their firms as this is theorized to translate positively to their output and productivity.

5. CONCEPTUAL FRAMEWORK

The study conceptual framework is presented in figure 2.1. The study independent variable was employee procurement, moderating variable staff welfare and dependent variable service delivery.

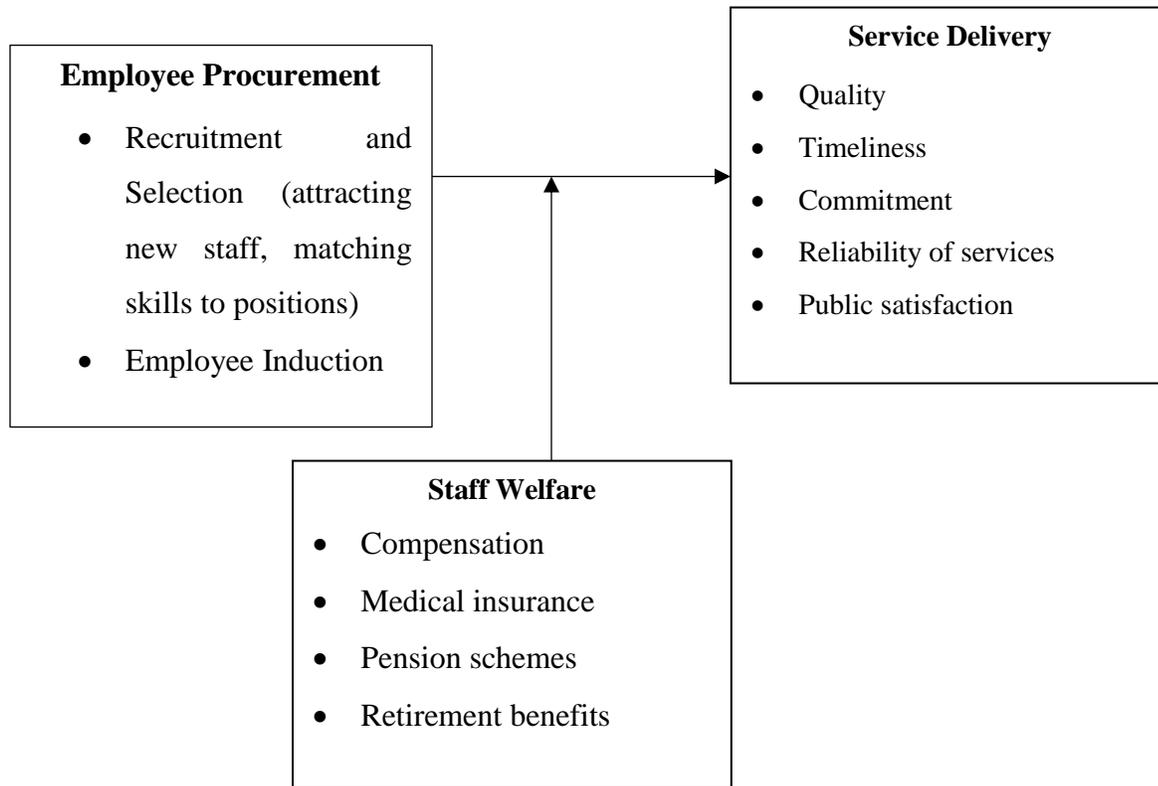


Figure 1: Conceptual Framework

6. RESEARCH METHODOLOGY

The research adopted descriptive study design. The location of the study was the Public Service Commission located in Nairobi. Other public entities like ministries, parastatal and State Owned Universities operate under the umbrella of the Public Service Commission of Kenya. Target population was the public service commission of Kenya 223 employees. Stratified proportionate random sampling technique was used to sample the respondents. Reliability of the research instruments was assessed using Cronbach Alpha. Moderated multiple regression analysis was used to achieve the study objectives.

7. DATA ANALYSIS RESULTS

Moderated multiple regression analysis was done using SPSS. The findings are presented in table 1, 2 and 3.

Table 1: Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Change Statistics		
							df1	df2	Sig. F Change
1	.299a	0.089	0.075	0.806	0.089	6.425	2	131	0.002
1	.425b	0.181	0.162	0.767	0.091	14.507	1	130	0.000

a. Predictors: (Constant), Induction, Recruitment and selection

b. Predictors: (Constant), Induction, Recruitment and selection, Staff welfare

The first model 1 which presents the relationship between staff procurement and service delivery indicated R of 0.299 and R² of 0.089. This implied that staff procurement as determined by staff recruitment and induction collectively have positive impact on service delivery at public service of Kenya. Staff recruitment accounted for 8.9% of the service delivery level as concluded from the coefficient of determination. Model 2 which presents the relationship between staff procurement and welfare on service delivery had R of .425 and R² of 0.181. This implied that combined, staff procurement and welfare improve service delivery at public service commission. The two variables jointly accounted for 16.2% of service delivery levels at public service commission. The F-change < 0.05 for the moderated relationship implied that staff welfare has significant moderating relationship between staff procurement and service delivery.

Table 2: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.339	2	4.169	6.425	.002a
Residual	85.005	131	0.649		
Total	93.343	133			
Regression	16.872	3	5.624	9.561	.000b
Residual	76.471	130	0.588		
Total	93.343	133			

a. Predictors: (Constant), Induction, Recruitment and selection

b. Predictors: (Constant), Induction, Recruitment and selection, Staff welfare

c. Dependent Variable: Service delivery

The p-values for both equation were less than 0.05 implying that at 95% confidence level, staff procurement impact on service delivery and that the impact of staff procurement as moderated by staff welfare is significant. Therefore, staff procurement (recruitment and induction) impact on service delivery at public sector of Kenya. Further, staff welfare is a significant moderator of the relationship between staff recruitment and service delivery. Thus, staff procurement is not enough in ensuring service delivery, staff welfare is equally crucial. Table 3.1 presents the coefficients.

Table 3: Model Coefficients.

	Unstandardized		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.705	0.279		9.7	0.0000
Recruitment and selection	0.243	0.09	0.294	2.691	0.0080
Induction	0.006	0.084	0.007	0.067	0.9470
(Constant)	1.857	0.346		5.361	0.0000
Recruitment and selection	0.222	0.086	0.269	2.579	0.0110
Induction	-0.02	0.081	-0.026	-0.252	0.8020
Staff welfare	0.303	0.08	0.307	3.809	0.0000

a. Dependent Variable: Service delivery

Staff recruitment and selection, induction and staff welfare and positive coefficients implying that they improved staff welfare. The p-values < 0.05 implied that recruitment and selection and staff welfare had significant impact on service delivery and public service commission. Comparing to the findings of this study, Kairu (2014) found out that the human resource practices at public sector was based on rigid organizational culture which made implementation of human resource strategy difficult and thus impacted negatively on the implementation of organizational strategies. Sang (2015) carried out a study on the connection between HR and Productiveness in Labour among State Corporations in Kenya and found that human resource was the most important aspect in enhancing service delivery among state corporations.

8. CONCLUSION

The study sought to assess the impact of employee procurement on service delivery at Public Service Commission of Kenya. Specifically, the study sought to determine the influence of employee recruitment and selection on service at Public Service Commission, Kenya, to establish the impact of employee induction service delivery at Public Service Commission of Kenya and to assess the moderating effect of staff welfare practices on the relationship between employee procurement and service delivery at Public Service Commission of Kenya.

The study concludes that employee procurement had a positive and significant impact on service delivery at service commission. Employee recruitment and selection has a significant positive influence on service delivery at Public Service Commission of Kenya. Staff induction has positive but had insignificant effect on service delivery. Staff welfare is concluded to have a significant moderating effect on the impact of employee recruitment and service delivery. Thus, staff recruitment is not enough assurance of service delivery, how the induction is done is important but not significant but most importantly, staff welfare as a motivation and retention factor.

9. RECOMMENDATION

The study recommends for the recognition by the public service organizations the importance of professionalism in staff procurement with the aim of improving service delivery. Best staff recruitment and selection mechanisms will play a key and integral role in promoting service delivery among public institutions. Staff recruitment is not enough assurance of service delivery, how the induction is done is important but not significant. Thus, comprehensive staff induction plan need to be adopted by public institutions since this is what determines the culture new staff will adopt. The study recommends that most importantly, staff welfare as a motivation and retention factor should be given adequate attention and appropriate practices on the same adopted.

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