

## **ABSTRACT**

This study examines operational practice of human resource management (HRM) of resource functions at sub-national level. More specifically, it analyzes the impact of external and internal environment human on HRM policy, practices and performance management at the county level. Using primary data from 12 counties the study found that political, social - cultural and economic are the main threats from external environment. It also established limitation in constitutional and legal framework, and inadequate financial resources as the main weaknesses in the internal environments. These threats and weakness constrains the ability of the County Public Service Board (CPSB) to get the right persons in the counties so that efficiency in service delivery can be realized. Internally, practical operation of HRM suffers from a host of anomalies and contradictions. The recruitment and selection mechanism are weak, quota system overrides meritocracy sowing seeds for a vicious cycle of mediocrity in the long run. Training programs needs of county workers are rarely considered in training, the promotion system if any promotes incompetence, while performance appraisal favors inefficiency. Findings from this study will be used to improve human resource policies, principles and practices in the selected counties and others in implementing devolution framework