INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BPA
YEAR/SEM: YEAR 1/SEMESTER 2
COURSE CODE: PAD 1202
NAME: PUBLIC PERSONNEL ADMINISTRATION

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

This section is compulsory and consists of four structured case study questions, each carrying 10 marks, for a total of 40 marks. Read the scenario carefully and respond comprehensively to all the accompanying questions.

Question 1:

National Sanitation Improvement Authority (NaSIA

When the Government of Nigeria created the National Sanitation Improvement Authority (NaSIA), it envisioned a professional agency capable of modernizing public sanitation systems, improving hygiene standards, and expanding access to essential public health services. As the newly appointed Human Resource Advisor, your immediate task is to design a comprehensive Compensation and Benefits Plan capable of attracting and retaining competent public servants in an increasingly competitive labour environment across the West African region.

The agency begins its journey with no established compensation structures, creating both a challenge and an opportunity. Your plan must reflect principles of public personnel administration while addressing issues of equity, motivation, sustainability, and governance. The first priority is monetary compensation. Given the need for clear job classification and differentiation of duties, you design a basic salary structure with three grade levels: Grade A (Executive and Senior Management), Grade B (Technical and Professional Officers), and Grade C (Support and Field Staff). Grade A receives the highest salary due to their strategic responsibilities, Grade B is compensated for their specialized skills, while Grade C receives a competitive base pay that recognizes the physical demands and risks of fieldwork. To further strengthen the structure, you include specific allowances: a housing allowance, transport allowance, and a performance-based annual bonus tied to objective sanitation improvement indicators.

Beyond monetary compensation, you integrate non-monetary incentives to reinforce motivation and workplace satisfaction. Three incentives stand out as most relevant: flexible work hours for employees whose tasks allow it, professional development programs such as specialized sanitation and public health certifications, and a formal recognition system through monthly and annual excellence awards. These incentives aim to cultivate intrinsic motivation and strengthen the agency's culture of meritocracy.

Equity and fairness remain central considerations. By designing transparent salary bands and ensuring equal remuneration for work of equal value, the plan promotes internal equity. Clear guidelines eliminate opportunities for arbitrary pay decisions, and gender sensitivity is achieved by guaranteeing non-discriminatory allowances, equal access to training, and inclusive work–family balance policies. These measures are expected to enhance employee motivation by promoting fairness, strengthening morale, and increasing the perceived legitimacy of the agency's HR practices. Sustainability and governance also shape the compensation framework. Financing will rely on a combination of government budget

allocations, support from development partners, and internally generated funds from sanitation service fees. Governance mechanisms will include a Compensation Oversight Committee, periodic salary audits, digital payroll systems, and strict adherence to anti-corruption guidelines. These approaches are intended to minimize nepotism, bribery, ghost workers, and pay distortion.

To contextualize the plan regionally, you compare it with compensation practices in Uganda, where public service compensation is structured through national salary scales, professional development is emphasized, and allowances are standardized. This comparison highlights opportunities for NaSIA to adopt best practices while maintaining flexibility suited to South Sudan's unique post-conflict administrative context. The resulting plan positions NaSIA as a credible, equitable, and attractive workplace able to meet its sanitation mandate through a motivated and well-compensated workforce.

Questions (10 marks each)

1. Critically analyse how monetary and non-monetary incentives can jointly improve employee motivation within the National Sanitation Improvement Authority (NaSIA).
2. Discuss the importance of internal equity, fairness, and gender sensitivity in public sector compensation systems, using NaSIA as a case example.
3. Evaluate the sustainability and governance mechanisms proposed for NaSIA's compensation system and explain how they minimize risks such as corruption and pay distortion.
4. Compare NaSIA's proposed compensation structure with practices in another East African country, highlighting similarities, differences, and lessons for public sector HRM.

[Total Mark 40]

Question 2:

PUBLIC PERSONNEL ADMINISTRATION IN THE GLOBAL SOUTH

When Amina Okoth accepted the position of Human Resource Director at the Ministry of Water and Environment in a rapidly growing Global South nation, she knew the task ahead was enormous. The ministry had recently launched a national initiative to improve water access in rural communities, yet its internal personnel systems were outdated, fragmented, and burdened by chronic understaffing. Public servants lacked clear job descriptions, promotions were irregular, and performance appraisals were largely ceremonial.

Amina's first challenge emerged when she discovered that many technical officers had left for better-paying jobs with international NGOs. Those who remained were demotivated and overwhelmed. To address this, she initiated a comprehensive public personnel reform plan that prioritized merit-based recruitment, competency mapping, and fair compensation. She introduced a digital Human Resource Information System (HRIS) to streamline record-keeping and enhance transparency.

However, reforms were not easy. Some senior officers resisted, fearing the loss of informal

power they had accumulated over the years. Political leaders occasionally pressured her to recruit friends or relatives, directly challenging the principles of merit and professional neutrality. Despite this, Amina advocated for stronger governance safeguards, including a Recruitment Oversight Committee and whistleblowing protections.

Over time, the ministry began to transform. The introduction of targeted training programs improved staff capacity, while a new performance-based incentive scheme boosted morale. Field officers, once marginalized, received recognition awards for excellence in service delivery. Communities began noticing improvements in the speed and quality of water infrastructure projects.

Amina realized that effective Public Personnel Administration in the Global South required more than technical tools—it demanded political courage, ethical leadership, and a deep understanding of local contexts. Her journey demonstrated that when public servants are motivated, valued, and well-managed, national development becomes more attainable.

QUESTIONS (10 MARKS EACH)

1. Analyse the key challenges facing public personnel administration in the story and explain how they reflect broader trends in the Global South.
2. Evaluate Amina’s reform strategies and discuss how they promote meritocracy, transparency, and improved service delivery.
3. Discuss the role of political influence in public personnel management and propose mechanisms to safeguard professionalism in similar contexts.
4. Assess how motivation, training, and recognition contributed to organizational change in the ministry. What lessons can other public institutions learn?

[Total Mark 40]

SECTION B

Answer any three (3) questions from the twelve (12) provided. Each question carries 20 marks. Support your answers with relevant examples.

Question 1:

- a) Explain the major functions of Public Personnel Administration and discuss how they contribute to effective public service delivery.[10 Marks]
- b) Describe the steps involved in the recruitment and selection process in the public sector. How do these steps ensure transparency and meritocracy?[10 Marks]

[Total Mark 20]

Question 2:

1) Critically examine how decentralization reforms influence public personnel management, especially in areas of recruitment autonomy, performance management, and accountability. Use examples from African public services.[10 Marks]

2) Explain the causes and consequences of political interference in public personnel decisions. How can administrative systems safeguard merit-based HR practices?
[10 Marks]

[Total 20 Marks]

Question 3:

1. Analyse how political patronage affects the career progression of civil servants. Propose a framework that can protect meritocracy without undermining democratic oversight.[10 Marks]
2. Discuss the implications of integrating digital HR systems (e-HRM) into public personnel administration. What opportunities and risks does digitization create for transparency and employee data security?[10 Marks]

[Total Marks 20]

Question 4:

1. Evaluate the effectiveness of performance contracting as a tool for enhancing public sector accountability. What factors determine its success or failure? [10 Marks]
2. Examine the relationship between public service motivation (PSM) and compensation systems. Can monetary incentives undermine intrinsic motivation in government settings? Provide a balanced argument.[10 Marks]

[Total Marks 20]

Question 5:

Critique the challenges of implementing competency-based HRM in civil service institutions. What structural and cultural reforms are necessary to support its adoption? [20 Marks]

Question 6:

Given the rising concerns about corruption and nepotism in public institutions, propose a robust HR governance framework that strengthens integrity in personnel processes.[20 Marks]

Question 7:

Analyse the tensions between political executives and career bureaucrats in public administration. How do these tensions affect personnel decisions, policy implementation, and organizational stability? [20 Marks]

Question 8:

Examine the role of labour unions in shaping public personnel policies such as wage negotiations, job security, and working conditions. Are unions a constraint or an enabler of public sector reforms?[20 Marks]

Question 9:

Discuss how workforce planning can help governments address skill shortages in emerging areas such as climate resilience, digital administration, and public health emergencies. Illustrate with current regional examples.[20 Marks]

Question 10:

Evaluate the relevance of classical and contemporary motivation theories in the modern public sector context. Which theories best explain employee behaviour in resource-constrained government agencies? Justify your position.[20 Marks]

Question 11:

1) Discuss the different methods of performance appraisal used in the public sector. What are the strengths and weaknesses of each? [10 Marks]

2) Explain the concept of human resource planning in government institutions. Why is it particularly important for developing countries?[10 Marks]

[Total Marks 40]

Question 12:

1) Examine the role of training and development in enhancing the capacity of public servants. What challenges often hinder effective training programs? [5 Marks]

2) Define compensation management and explain its significance in attracting and retaining competent public personnel.[5 Marks]

3) Analyze the principles of equity and fairness in public sector compensation. How can governments ensure internal and external equity in pay systems? [10 Marks]

[Total Marks 40]