

The Recruitment and Selection Processes as Antecedent of Employee Performance in County Governments in Kenya

Emily Tumwet¹, Cynthia Kipchillat³, Josphat Witaba Kwasira³

¹Kabarak University, Kenya

²Egerton University, Kenya

³Jomo Kenyatta University of Agriculture and Technology, Kenya

***Corresponding Author:**

Emily Tumwet

Email: etumwet@kabarak.ac.ke

Abstract: The public service requires quality employees as it directly relates to how well the county performs. Evidence suggest alarming rates of laxity, non-performance, absenteeism and stealing from the employer as some of the job performance associated with county government employees, not to mention irregular recruitment of staff among counties. This article is an investigation of the county government's utilization of recruitment and selection practices as an antecedent of employee performance. The study was guided by Human Capital Theory. A descriptive design was employed with a survey method. The target population comprised all the county employees at the level of middle, senior and above in the 47 counties in Kenya, with estimated total employees of 58,617. Employees at the junior level whose engagement may not require rigorous recruitment and election process were omitted, with the assumption that such category of employees may not be familiar with the entire process. Simple random sampling technique was used to sample the counties to be used in the study. Consequently, six counties were sampled for participation based on demographic and geographic characteristics of the county. Stratified random sampling technique was used to sample individual study respondents, numbering 224 in total distributed accordingly among the counties of study. Data was collected using questionnaire and secondary source, eliciting information as per the study objectives as well as gathering information with respect to respondent demographic profile. Using Cronbach's alpha, an index of 0.76 for the questionnaire was established. With the help of SPSS computer program, descriptive statistics (means, standard deviations, frequencies and percentages) was performed. Inferential statistics consisting of ordered regression analysis and correlation coefficient analysis were used in the analysis. The study findings shed light on how to improve hiring processes in the county governments so that individuals will be able to perform well in their respective areas thereby leading to organizational effectiveness. It was recommended, the use of multiple recruitment sources, the implication of cross-validated selection tools using varied techniques and establishment and implementation of consistent and fair recruitment and selection processes.

Keywords: Employee recruitment, Employee selection, employee performance.

INTRODUCTION

In the argument of Ishii and colleagues [1] in the countries with devolved systems of government, the local chief executives often selected through the nepotism of local power holders, which in turn, makes the capacities of the civil service even weaker. Similarly, in Tajikistan, a Central Asia Country where meritocratic employment is formally endorsed within the new public administration system, a majority of civil servants are hired and promoted based on patronage and all types of contacts [2]. In Sub-Saharan Africa, Gebrehiwot [3] observed that in Ethiopia rampant political dominance in the civil service system, posing impediments for the organizational performance of various federal ministries. In Nigerian public service, perceptions of nepotism, ethnicity, political patronage and socio-economic connections are much in existence

and forms part of the basis for determining who is employed in the civil service [4]. According to Kauzya [5], most public services in African countries positions responsible for forecasting, planning, developing, and managing individuals who are not professionally qualified to manage the human resource occupy the human resources.

There still exists multiple local particularities as observed by Searle [6] in public sector appointments, in countries such as Australia, Canada, Germany, the US, South Korea, Taiwan and Japan have shown to require explicit proven job experience as well as deeming it important for candidates to have innate potential and team working. Conversely, many other countries have not fared well in reforming their public sector recruitment and selection practices. For instance,

the strong Greek public-sector unions that negotiated rules guaranteeing tenure for many public employees implied that alternation of political leadership often led to an expansion of the Greek state [7]. This has been confirmed by Fukuyama [8], noting that in most developing countries, the state itself is treated as an asset by politicians who use it to mobilize voters with the lure of public employment.

County governments have become the frontiers of social and economic development that underpin the national quest for economic progress as guided by vision 2030. It is therefore imperative for the county governments to be able to refine and implement comprehensive merit system as the basis for civil service professionalism [9]. Recruitment, selection, and advancement of county civil servants ought to be on merit after fair and open competition as well as be based on the competency framework. The situation is further complicated by the fact that the recruitment and selection process of county staff is also supposed to follow the constitutional quota system of one third-gender rule [10]. Therefore, for county governments to achieve their missions and make a positive impact on the citizens that they serve, it is imperative for them to become an employer of choice and to be regarded as a great place to work both for existing and potential employees. The present study investigated the role played by recruitment and selection practices of county governments in Kenya as an antecedent of employee job performance.

According to the Republic of Kenya [11], the County Public Service Boards are tasked to establish and abolish offices in the county public service and appoint persons to hold or act in offices of the county public service including in the Boards of cities and urban areas within the county and to confirm appointments. In accomplishing the objective, the boards should be guided by the recruitment and selection principle of merit, fair and open competition without bias or prejudice [12]. Thus, the County Governments Act provides that filling job vacancies, the County Service Boards should consider an applicant’s qualification, experience, conduct, performance, as well as the need to maintain diversity in workplace and the need for open and transparent recruitment of public servants [13].

RESULTS AND DISCUSSION
Recruitment and selection practices in county governments in Kenya

In order to understand the dependent variable much better, this study sought to break down the employees’ recruitment and selection processes into eight themes; human resource planning, recruitment methods, organization characteristics, job characteristics, recruitment message, selection competencies, selection tools and extent to which the selection process is perceived as fair.

This study sought to determine the extent to which employees perceive that human resource planning is affected in their county government recruitment and selection processes.

Table 1: Extent of human resource planning in the recruitment and selection processes

Statements	SD	D	U	A	SA	Total	Mean	Std. Dev
The process of Recruitment & Selection starts with Human Resource Planning	13 (6.0%)	11 (5.1%)	11 (5.1%)	73 (33.8%)	108 (50.0%)	216 (100%)	4.167	1.129
The Line Managers propose areas that require recruitment	10 (4.6%)	13 (6.0%)	16 (7.4%)	83 (38.4%)	94 (43.5%)	216 (100%)	4.102	1.078
Employees are aware of the recruitment & selection processes.	17 (7.9%)	16 (7.4%)	19 (8.8%)	77 (35.6%)	87 (40.3%)	216 (100%)	3.931	1.224
My work roles were well specified.	16 (7.4%)	18 (8.3%)	14 (6.5%)	75 (34.7%)	93 (43.1%)	216 (100%)	3.977	1.225

The distribution of the employee respondents on whether the process of recruitment and selection starts with human resource planning was varied as shown in Table 1. Majority of the county government employees strongly agreed that the process of recruitment and selection starts with human resource planning as represented by 50.0% of the total responses. This was closely followed by employee respondents who agreed with the statement as represented by 33.8% of the responses. It was just 5.1% and 6.0% of the respondents who disagreed and strongly disagreed

about the statement, respectively. About 5.1% of the respondents were undecided about the statement.

Employee respondents had varied opinion on whether the line managers proposed areas that required recruitment as part of the process of recruitment and selection in their respective county governments as shown in table 1. Majority of the employees strongly agreed in support of the statement, “the line managers propose areas that require recruitment”, as represented by 43.5% of the total responses. This was closely

followed by employee respondents who agreed with the statement as represented by 38.4% of the responses. It was just 6.0% and 4.6% of the respondents who disagreed and strongly disagreed about the statement, respectively. About 7.4% of the respondents were undecided about the statement.

Regarding the statement whether employees are aware of the recruitment and selection processes carried out during employees' recruitment and selection process, this study noted that employees' respondents had varied opinion as shown in table 1. Majority of the sampled employees strongly agreed in its support as represented by 40.3% of the total responses. This was closely followed by employee respondents who agreed with the statement as represented by 35.6% of the responses. It was just 7.4 % and 7.9% of the respondents who disagreed and strongly disagreed about the statement, respectively. About 8.8% of the respondents were undecided about the statement.

The sampled county government employee respondents had varied opinion on whether their work roles were well specified during the recruitment and selection process as shown in table 1. Majority of the county government employees strongly agreed and agreed that their work roles were well specified during

the recruitment and selection process as represented by 43.1% and 34.7% of the total responses, respectively. It was just 8.3% and 7.4% of the respondents who disagreed and strongly disagreed about the statement, respectively. A small portion of the respondents (6.5%) were however undecided about the statement.

The results in Table 1 shows that the most key aspect of human resource planning implemented by most county governments was to ensure that process of recruitment and selection started with focused planning as represented by a mean of 4.1667 with a standard deviation of 1.129. This was closely followed by the requirement that the line managers to propose areas that required recruitment as represented by a mean of 4.1019 with a standard deviation of 1.078. Employees' awareness of the recruitment and selection processes as part of human resource planning was ranked third as represented by a mean of 3.9306 with a standard deviation of 1.224. Specification of the employees work roles as part of human resource planning was ranked forth as represented by a mean of 3.9769 with a standard deviation of 1.225. On average, the extent of human resource planning in county governments in Kenya was approximated as 4.0440 (with a standard deviation of .940) on a scale of 1 to 5 point in Likert-scale.

Table 2: Recruitment message

Recruitment message sources	Frequency	Percentage
Newspaper advertisement	178	82.4%
Employee referral	85	39.4%
Headhunting approach	75	34.7%
Internet	138	63.9%

Majority of the employees' respondents indicated to have received information message through newspaper advertisement as represented by 82.4%. This was followed by 63.9% of the respondents who got the

recruitment message through internet. About 39.4% and 34.7% of the respondents derived their recruitment messages through employee referral and headhunting approach, respectively.

Table 3: Nature of information provided during recruitment process

Statements	SD	D	U	A	SA	Total	Mean	Std. Dev.
I think the information provided during the recruitment process was trustworthy	9 (4.2%)	15 (6.9%)	11 (5.1%)	80 (37%)	101 (46.8%)	216 (100%)	4.153	1.074
The information provided to me during the recruitment process was timely	8 (3.7%)	15 (6.9%)	23 (10.6%)	94 (43.5%)	76 (35.2%)	216 (100%)	3.995	1.037
The information provided during the recruitment process was relevant	9 (4.2%)	14 (6.5%)	27 (12.5%)	73 (33.8%)	93 (43.1%)	216 (100%)	4.051	1.092

Most respondents considered that the information provided during the recruitment process was trustworthy as represented by 46.8% and 37.0% who strongly agreed and agreed, respectively, to the statement. It was just 5.1%, 6.9% and 4.2% of the respondents who were undecided, disagreed and strongly disagreed with the statement, respectively. The

average score for the trustworthiness rating of information provided during the recruitment process was computed as 4.153 (with a standard deviation of 1.074) on a five point Likert scale.

Most respondents considered that the information provided during the recruitment process

was timely as represented by 43.5% and 35.2% who agreed and strongly agreed, respectively, to the statement. It was just 6.9% and 3.7% of the respondents who disagreed and strongly disagreed with the statement, respectively. About 10.6% of the respondents were however not decided. The average score for the timeliness rating of information provided during the recruitment process was computed as 3.995 (with a standard deviation of 1.037) on a five point Likert scale.

Most respondents considered that the information provided during the recruitment process to be relevant as represented by 43.1% and 33.8% who

strongly agreed and agreed, respectively, to the statement. It was just 6.5% and 4.2% of the respondents who disagreed and strongly disagreed with the statement, respectively. About 12.5% of the respondents were however not decided. The average score for the relevance rating of information provided during the recruitment process was computed as 4.051 (with a standard deviation of 1.092) on a five point Likert scale.

A variety of selection techniques were used during the recruitment of the sampled county government employees as depicted in Table 4.

Table 4: Selection techniques used during recruitment

Selection techniques	Frequency	Percentage
Situational judgment tests are usually applied	165	76.4%
Work samples technique are applied	139	64.4%
County Government mostly use interviews to recruit	178	82.4%
References/Testimonials are required	166	76.9%
Bio data inventory contributes to the process	153	70.8%
Occupational tests are useful in the process	132	61.1%

The most popular selection technique as reported to have been used by majority of the respondents was found to be interviews (82.4%), references/testimonials (76.9%), situation judgement

tests (76.4%) and bio data inventory (70.8%). Other methods of selection techniques employed included work samples (64.4%) and occupational tests (61.1%).

Table 5: Employees' perception about the fairness of the selection process

Statements	SD	D	U	A	SA	Total	Mean	Std. dev.
I could really show my skills and abilities through this test	18 (8.3%)	12 (5.6%)	21 (9.7%)	91 (42.1%)	74 (34.3%)	216 (100%)	3.88	1.19
The test was administered to all applicants in the same way	9 (4.2%)	19 (8.8%)	28 (13%)	87 (40.3%)	73 (33.8%)	216 (100%)	3.91	1.09
I am satisfied with my treatment at the test site	7 (3.2%)	22 (10.2%)	24 (11.1%)	93 (43.1%)	70 (32.4%)	216 (100%)	3.91	1.06
Doing well on this test means a person can do the job well	12 (5.6%)	21 (9.7%)	34 (15.7%)	80 (37%)	69 (31.9%)	216 (100%)	3.80	1.15
The content of the test does not appear to be prejudiced	9 (4.2%)	14 (6.5%)	37 (17.1%)	94 (43.5%)	62 (28.7%)	216 (100%)	3.86	1.04
In my opinion the selection decision is rightly made	11 (5.1%)	16 (7.4%)	29 (13.4%)	93 (43.1%)	67 (31%)	216 (100%)	3.88	1.09
Whether or not I got the job, I feel the selection decision was fair	19 (8.8%)	14 (6.5%)	32 (14.8%)	96 (44.4%)	55 (25.5%)	216 (100%)	3.71	1.17

Most respondents perceived the selection process to be fair as indicated by 42.1% and 34.3% who agreed and strongly agreed, respectively, that they were able to really show their skills and abilities through the tests subjected to them. About 5.6% and 8.3% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 9.7% of the respondents were not decided. The average score for the respondents rating of how best they could show their skills and abilities during the recruitment process was

computed as 3.884 (with a standard deviation of 1.185) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 40.3% and 33.8% who agreed and strongly agreed, respectively, that the test administered was the same to all applicants. About 8.8% and 4.2% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 4.2% of the respondents were not

decided. The average score for the respondents rating of how best the test was administered to all applicants in the same way during the recruitment process was computed as 3.907 (with a standard deviation of 1.092) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 43.1% and 32.4% who agreed and strongly agreed, respectively, to the statement that they were satisfied with my treatment at the test site. About 10.2% and 3.2% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 11.1% of the respondents were not decided. The average score for the respondents rating of how satisfied with my treatment at the test site during the recruitment process was computed as 3.912 (with a standard deviation of 1.064) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 37.0% and 31.9% who agreed and strongly agreed, respectively, to the statement that doing well the test meant a person could do the job well. About 9.7% and 5.6% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 15.7% of the respondents were not decided. The average score for the respondents rating of how satisfied with the fact that doing well on this test meant that a person could do the job well was computed as 3.801 (with a standard deviation of 1.154) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 43.5% and 28.7% who agreed and strongly agreed, respectively, to the statement that the content of the test did not appear to be prejudiced. About 6.5% and 4.2% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 17.1% of the respondents were not decided. The average score for the respondents rating of how well the content of the test did not appear to be prejudiced was computed as 3.861 (with a standard deviation of 1.038) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 43.1% and 31.0% who agreed and strongly agreed, respectively, to the statement, “in my opinion the selection decision is rightly made”. About 7.4% and 5.1% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 13.4% of the respondents were not decided. The average score for the respondents rating of how right the selection decision was made is computed as 3.875 (with a standard deviation of 1.090) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 44.4% and 25.5% who agreed and strongly agreed, respectively, to the statement, “Whether or not I got the job, I feel the selection decision was fair”. About 6.5% and 8.8% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 14.8% of the respondents were not decided. The average score for the respondents rating of how fair the selection decision was is computed as 3.713 (with a standard deviation of 1.174) on a five point Likert scale.

INFLUENCE OF RECRUITMENT AND SELECTION PRACTICES ON EMPLOYEE PERFORMANCE IN COUNTY GOVERNMENTS IN KENYA

The first objective of this study was to analyse the influence of recruitment and selection practices on employee performance in county governments in Kenya. In pursuing, this objective, a null hypothesis, ‘there is no significant influence of recruitment and selection practices on employee performance in county governments in Kenya’ was formulated and tested using Pearson’s Correlation Coefficient and Ordered Logistic Regression analysis.

This study sought to determine whether recruitment and selection practices (with respect to human resource planning) had significant influence on employee performance in county governments in Kenya. The use of Pearson’s correlation coefficient and ordered logistic regression analysis was adopted. The results are summarized in Table 6 and 7.

Table 6: Pearson’s correlation coefficients for the influence of selected factors in recruitment and selection process on employee performance

Variables	Coeff.	P-value
Human resource planning	.392**	0.000
Employee perception of the attractiveness of the organization characteristics	.394**	0.000
Employee perception of the attractiveness of the job characteristics	.399**	0.000
Trustworthy, timeliness and relevance of the information provided during recruitment process	.404**	0.000
Employee job competencies	.340**	0.000
Fairness of the selection process	.529**	0.000

*N=216, Critical Pearson correlation coefficient = 0.156, Degrees of freedom = 214, **, Correlation is significant at the 0.01 level (2-tailed)*

The results in Table 7 shows that the correlation coefficients for the influence of selected factors in the recruitment and selection process on employee performance were all significant at 5% level (p-value = 0.000). The calculated correlation coefficient were as follows: human resource planning (r=.392 and p-value = 0.000), employee perception of the attractiveness of the organization characteristics (r=.394 and p-value = 0.000), employee perception of the attractiveness of the job characteristics (r=.399 and p-value = 0.000), trustworthy, timeliness and relevance of the information provided during recruitment process (r=.404 and p-value = 0.000), employee job competencies (r=.340 and p-value = 0.000) and fairness of the selection process (r=.529 and p-value = 0.000). This implies that there is a significant influence of

recruitment and selection process on employee performance. The positive sign implies that some of the factors that increase the employee performance include greater human resource planning, attractiveness of the organization characteristics, attractiveness of the job characteristics, trustworthiness/timeliness and relevance of the information provided during recruitment process, higher employee job competencies and fairness of the selection process.

To test the hypothesis, there is no significant influence of recruitment and selection practices on employee performance in county governments in Kenya, ordered logistic regression test was also used and the results summarized in Table 7.

Table 7: Ordered Logistic Regression for the influence of recruitment and selection factors on employee performance

Employee performance	Coefficient	Std. Error	Z	P> z
Human Resource Planning	1.001	0.143	6.990	0.000
Employee perception of the attractiveness of the organization characteristics	0.993	0.145	6.850	0.000
Employee perception of the attractiveness of the job characteristics	0.915	0.135	6.760	0.000
Trustworthy, timeliness and relevance of the information provided during recruitment process	0.920	0.148	6.220	0.000
Employee job competencies	0.913	0.169	5.410	0.000
Fairness of the selection process	1.452	0.172	8.430	0.000

N = 216, Log Likelihood = -679.05, LR χ^2 (1) = 77.19, Prob> χ^2 = 0.000, Pseudo R² = 0.543

The results in Table 7 reveal that the coefficient for human resource planning (1.001), employee perception of the attractiveness of the organization characteristics (0.993), employee perception of the attractiveness of the job characteristics (0.915), trustworthy, timeliness and relevance of the information provided during recruitment process (0.920) and employee job competencies (0.913) was positive and statistically significant at 5%. The log likelihood for the fitted model of -679.05 and the log likelihood ratio chi-squared value of 77.19 (Prob> χ^2 = 0.000) indicate that the seven parameters are jointly significant at 5%. Pseudo R² of 0.543 is well above the statistical threshold of 20% confirming that the six independent variables with in recruitment and selection process are important factors that influence employee performance. About 54.3% of the changes in the employee performance could be explained by differences in human resource planning, employee perception of the attractiveness of the organization characteristics, employee perception of the attractiveness of the job characteristics, trustworthy, timeliness and relevance of the information provided during recruitment process, employee job competencies and fairness of the selection process. The positive sign implies that some of the factors that increase the

employee performance include greater human resource planning, attractiveness of the organization characteristics, attractiveness of the job characteristics, trustworthiness/timeliness and relevance of the information provided during recruitment process, higher employee job competencies and fairness of the selection process.

With regard to human resource planning, these results are consistent with Mosca, and Pastore [14] who argued that the role of HR recruitment is to build a supply of potential new hires that the organization can draw on if the need arise, a function that can only be achieved through human resource planning. This underlines the need for a comprehensive recruitment plan. Since recruiting is the practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees, fruitful selection and recruitment process should create a buffer between planning and the actual selection of new employees. In addition, Heery and Noon [15] who defined recruitment as “the process of generating a pool of candidates from which to select the appropriate person to fill a job vacancy” added that the process is very critical and should be conducted with a lot of planning if at all the organization is to find the best fit

candidate for the job. Planning the process of selecting and recruiting staff in an objective and strategic manner is very important for both workers and organizations' expectations [16]. The authors recommended that recruitment and selection process should be well planned since the exercise is an expensive process to the organization. For this reason, the time and money spent on unsuccessful employee means a financial loss to the recruiting organization.

In the same vein, Bhardwaj and Punia [17] argued that in public organizations, staff selection, as the process of selecting the best one or ones among the individuals who meet the necessary requirements for a position or a described job should be strategically planned in order to positive impact the employee performance. With the globalization of the world and increase on the competition, selecting the right staff plays an important role on the success of companies or businesses. Can and colleagues [18] added that if people selected for a vacancy are expected to work for a long time for the business and contribute greatly to the business with their skills, talents and experience, then the process should be adequately planned.

These results also agrees with Can and colleagues [19] and Cober and colleagues [20] who noted that providing and selecting staff is the most important human resources management activities that affect the performance of organizations directly and therefore should be well planned. The existing of qualified staff is the key of productivity and performance in organizations. In order for employee to perform better in their jobs, the staffs needs to have some properties that are named as the requirements of the job. These properties, are identified during recruitment and selection processes. Without these properties, it will be impossible to carry out the job and produce effective and qualified services and products. For this reason, organizations need to search and select sufficient amount and quality of staff.

With regard to attractiveness of the organization characteristics, this study agrees with Guslits [21] who demonstrated that the impact of organizations' selection and recruitment processes on employee performance may depends upon the workers perception about the attractiveness of the organization characteristics. This study results also are consistent with Guslits [22] who said that selection and recruitment processes influence employee performance. It is necessary that the whole process be able to identify whether employees perceive the organization characteristics as attractive.

Attractiveness of the job characteristics is a key component of organizations' selection and recruitment process, which can influence employee

performance. Hackman provides a useful perspective on the influence of employee perception on job characteristics during recruitment and selection process on employee performance and Oldham's [23] job characteristics model. They suggest that the critical psychological states of meaningfulness of work strongly influence motivation, job satisfaction and performance. Armstrong [24] advised that recruitment and selection should be conducted in a manner that employee are able to discern the real nature of job involved. An employee must be able to know details about enrichment that could be expected within the job to be offered. According to Herzberg [25], job enrichment aims to maximize the interest and challenge of work and affords the employee as much variety, decision-making responsibility and control as possible in carrying out the work. It also provides direct feedback through the work itself on how well the employee is doing his or her job.

According to Fish and Macklin [26], it is necessary that the information provided by the hiring organization to be perceived by the candidates as authentic (trustworthiness), timely and relevance during recruitment process. This enhances the organizations chances of recruiting the right people who can perform well in the job. Lin and Stasinskaya [27] also discussed the importance of the accuracy and verifiability of information provided during selection and recruitment process through online sources as key in employment and consequently employee and organizational performance. Cober, Brown and Levy [28] described the interactivity and usability of corporate websites and the ability to present more information with fewer spatial constraints and the opportunities for employers to draw on their brands more effectively in attracting candidates.

As far as employee job competencies was concerned, these results are consistent with Patterson and colleagues[29] who explained that selection and recruitment processes effects the performance of the employee through provision of appropriate skills within the organization. All employers should be able to determine the employee job competencies since the higher the competencies, the higher their performance. Additionally, Verbeeten [30] suggested that quality and quantity performance is positively associated with clear and measurable goals; incentives have positive relationship with the performance. He cautioned that only employees with right competencies are able to meet the goals of the organization when incentives are provided. Similarly, Yasirand colleagues [31] concluded that to manage people effectively in a manner that they can perform well in their jobs, it is necessary to understand their competencies as well as the factors that affect how people behave at work. Employee performance can be enhanced by taking into account their fundamental characteristics

(competencies) at selection and recruitment level. Medlin and Green [32] have stated that employee competence improves the performance of an individual of an organization.

As far as fairness of the selection process was concerned, these results agrees with Kuvaas [33] who concluded that selection and recruitment practices with respect to how employees perceive them as fair are positively correlated with employee's performance. Similarly, Sundell [34] have argued that selection and recruitment processes when perceived by the employees as fair influences the behaviours of the employees and thereby results in the effectiveness of the employees.

HYPOTHESIS TESTING

The objective in the study was translated into the hypothesis: Ho: There is no significant influence of recruitment and selection practices on employee performance in county governments in Kenya. The hypothesis was tested using Pearson correlation coefficient and ordered logistic regression analysis. The correlation coefficient for human resource planning (.392), employee perception of the attractiveness of the organization characteristics (.394), employee perception of the attractiveness of the job characteristics (.399), trustworthy, timeliness and relevance of the information provided during recruitment process (.404), employee job competencies (.340) and fairness of the selection process (.529), were all significant at 5% level with each of them having a p-value of 0.000. Using ordered logistic regression analysis, this study calculated the coefficient for human resource planning (1.001), employee perception of the attractiveness of the organization characteristics (0.993), employee perception of the attractiveness of the job characteristics (0.915), trustworthy, timeliness and relevance of the information provided during recruitment process (0.920) and employee job competencies (0.913). At a test of $P \leq 0.05$ significance level, the results of the study indicate that recruitment and selection practices has an influence on employee performance in county governments in Kenya and hence the hypothesis was rejected thus employee performance in county governments in Kenyan is influenced by recruitment and selection practices.

CONCLUSIONS AND RECOMMENDATIONS

Human resource planning, employee perception of the attractiveness of the organization characteristics, employee perception of the attractiveness of the job characteristics, trustworthy, timeliness and relevance of the information provided during recruitment process, employee job competencies and fairness of the selection process influences employee performance. County governments should enhance their human resource planning, attractiveness of their organization characteristics, attractiveness of

the job characteristics, the nature of information provided during recruitment process, their ability to gauge employee job competencies and fairness of their selection process since these factors influences employee performance.

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