ANALYSIS OF FACTORS INFLUENCING RECRUITMENT AND SELECTION OF EMPLOYEES BY MOMBASA COUNTY PUBLIC SERVICE BOARD

BY

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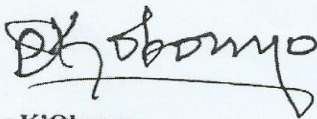
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DECLARATION

This research project is my original work and has not been presented for examination or any other purpose in any other university or institution

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ABBREVIATION AND ACRONYMS

CEC   -County Executive Committee

CEO   -Chief Executive Officer

CPS   -County Public Service

CPSB -County Public Service Board

GoK   -Government of Kenya

HRM   -Human Resource Management

SRC   -Salaries and Remuneration Commission

USIU -United States International University

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CHAPTER ONE

INTRODUCTION

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1.1. Background of the Study

Managers use a variety of methods in recruitment to find qualified applicants to fill open positions. The recruitment of hiring new employees is crucial to any HR department. Recruitment and selection processes are used by businesses to identify the most qualified applicants for open positions. Selection processes that work for both the candidate and the employer provide a clear picture of who will be the best fit for the available role (Gold & Bratton, 2003). The term "recruitment" refers to the entire series of activities undertaken by an organization in search of new employees. Candidates and employers benefit from efficient selection processes because they provide a clear picture of a candidate's fit with a position's specific needs. Selection processes that work well allow the employer and the prospective employee to get an accurate read on whether or not the candidate is a good fit for the role (Gold & Bratton, 2003).

The human capital theory has served as the foundation for the vast majority of studies on the recruitment and selection processes (Yadav & Singh, 2021). Adam Smith introduced the concept of "human capital" in 2002. The idea behind this is that workers' abilities to bring in revenue and save money are inextricably linked. Human capital theory holds that an organization's success is largely due to the efforts of its employees. The people who work for a company are its most important long-term asset. Organizations can maintain rapid expansion if they have access to a talent pool that rivals cannot imitate or replace. Human capital, which is the sum of a company's employees' education, training, and experience, is its most valuable intangible asset. When looking at things from a Resource-Based perspective, businesses should always be checking in on their employees to make sure they have the skills they need to stay competitive (Barney, 2001).

When it comes to survival in today's cutthroat economic climate, nothing is more crucial than a company's capacity to attract and keep the most qualified workers. Inculcating the sorts of conduct thought to be important in sustaining organizational strategies has become an increasingly important function of the recruitment and selection process (Anderson, Born, & Cunningham-Snell, 2001). It can be challenging to find, attract, and keep the best employees,

but effective recruitment and selection procedures can help any business hire the right people for the job. However, this does not mean that institutions with strong recruitment and selection procedures are guaranteed to thrive. While there is no way to know for sure if your selection decisions are correct, Nel et al. (2008) argue that you can increase your chances of success by using as many resources as possible.

As Cameron (2008) points out, there can be a hefty selection to pay for ineffective recruitment procedures. As a result, it is crucial to have a thorough and well-executed recruitment and selection process, or else the organization may experience low productivity, high absenteeism, increased errors, and high training costs. When the right people are hired, it's crucial that they have a pleasant place to work so that they can maximize the company's output. Over the past decade, a great deal of research into the recruitment and selection processes has been conducted, leading to a rich body of knowledge.

Until now, the when it comes to management research, the vast majority of attention has been paid to the variables that play a role in the selection and recruitment processes. (Kemunto, 2011; Otiato, 2019; Siavelis & Morgenstern, 2008) as well as the connection between recruitment and selection and organizational performance (Hamza et al., 2021; Harky, 2018; Sunday, Olaniyi, & Mary, 2015). Understanding the factors that play a role in recruitment and selection has only recently received more attention. No empirical research into the factors that affect recruitment and selection has been conducted in Kenya as of yet.

The (County Governments' Act, 2012) requires the County Public Service Boards to follow its provisions for fair selection and recruitment. But these governments persistently disobey the law by not following the county government's prescribed procedures for recruitment and selection. Despite numerous policies, only a small percentage of employers actually use them correctly during the selection and recruitment processes. Because of this, county workers' productivity has suffered significantly. As a result, county governments are having a hard time competing for and keeping talented people (Sarah, Sang, & Ngure, 2018).

1.1.1 Recruitment and Selection

Human resource management relies heavily on the recruiting and selection process, which is essential to the success of any business. Further, personnel in charge of selecting the best candidate must have enough information to make educated decisions (Rozario, Venkatraman, & Abbas, 2019). Human resource management's emphasis on timing and accuracy in hiring makes these activities crucial to the success of any organization. Managers use strategies and

tactics for hiring staff that help them accomplish their work for the organization. Productivity rises and morale soars when companies employ successful recruitment strategies.

Finding qualified people to fill open positions is what recruitment is all about. Its primary goal is to produce a pool of qualified applicants for open positions within an organization. The selection of the right people during the recruitment process is crucial to the success of an organization in meeting its long-term strategic goals (Karim, Bhuiyan, Nath, & Latif, 2021).

Recruitment's ultimate goal is to satisfy an organization's need for personnel by bringing in as many qualified applicants as possible at the lowest possible price. The recruitment process also entails writing a real job description for the available position. The recruitment process also includes defining the job's other aspects, such as the primary duties and responsibilities, required skills, experience, educational qualifications, pay scale, job type, special conditions, etc. The first step in hiring is to determine what positions are open, then an ad must be made public (Karim et al., 2021).

Selection is the procedure by which the most qualified candidate for a job opening is chosen from among those who have applied for that opening. Applicants are evaluated against a set of criteria in order to determine which ones best meet the needs of the organization. When making hiring decisions, employers must fairly and legally weigh an applicant's qualifications against the needs of the position. Selection is the procedure by which the most qualified candidates are chosen for a vacant position in an organization from among a group of other candidates who are also qualified for the position. Selection refers to the procedure by which the most qualified candidate for a job opening is chosen from among those who have applied for that opening. Applicants are evaluated against a set of criteria in order to determine which ones best meet the needs of the organization. The selection procedure must be fair and lawful, and it must take into account the applicant's ability, knowledge, skills, and experience in relation to the needs of the position. Selection refers to the procedure whereby the best candidate is chosen from a group of people who are all equally qualified for a given position in an organization (Karim et al., 2021).

Companies use a methodical and rational process to find and choose their employees. Assessing each applicant's skills, knowledge, background, personality, and outlook on life is essential to achieving the organization's aims. Employers' satisfaction with harder-working employees is evidence of recruitment's worth. The operational execution of managerial duties is aided by recruitment processes (Abdullah & Abdul, 2015).

Because businesses can't run without the right people working for them, recruitment and selection are crucial to their success. Any organization's success hinges on its ability to conduct a successful selection and recruitment (Newell, 2005). It's been said that proper recruitment and selection are as vital to a company as capital. The efficiency of recruitment and selection has a major impact on the quality of human resources (Bans-Akutey, Abdullahi, & Afriyie, 2021).

1.1.2. Factors Influencing Recruitment and Selection

Numerous factors influence recruiting and selection as an organization's primary human resource function. The factors affecting recruitment and selection can be broadly classified into two categories: internal and external forces (Bans-Akutey et al., 2021). External elements are those that are uncontrollable by the organization, such as legal constraints, competition, politics, and labor market conditions (Schultz, 2001). External sources may include but not limited to advertisement, e-recruitment, employment agencies, campus recruitment, radio and television among others (Schultz, 2001).

Factors within the company's control include its employment practices, human resources structure, company size, recruitment budget, and rate of growth and expansion. These are features of the organization over which the organization has some measure of influence, such as size, structure, type, decision-making speed, hiring practices, resource allocation, cost, growth, and expansion (Anwar & Abdullah, 2021). Internal recruitment encompasses a wide range of non-conventional approaches to sourcing and selecting new employees, including but not limited to: job ads, rehiring former employees, succession planning, online marketing, employment agencies, and so on.(Karim et al., 2021).

1.1.3. Mombasa County Public Service Board

The County Public Service Board of Kenya (CPSBK) is described in Sections 57–59 of the County Government Act in Kenya (2010). A chairperson, at least three and no more than five members in total, and a certified public secretary of good professional character (who also acts as the secretary to the county public service board) make up the board's membership (CPSB). All of these appointments are made by the county governor, with the agreement of the county assembly. When it comes to human resources, the County Public Safety Board (CPSB) is called upon to offer counsel to the county administration. On behalf of the County Government, the Board provides advice to the Salaries and Remuneration Commission (SRC)

on matters pertaining to the salaries, pensions, and bonuses of County Employees (Government of Kenya, 2010).

Human resource management in Mombasa County is overseen by the county's public service board. Since it is a novel constitutional body, it can use the county's human resources system to vet potential hires against a set of criteria designed to maximize the value of the county's most valuable asset: its people (Mwandihi, 2019). There are three divisions within the board, all of which report to the CEO: administration and finance; human resources; and ethics and good governance (Ndonye & Genga, 2019). The county public service board is responsible for a number of things, including instituting human resource governance structures and making sure that everyone's efforts are directed toward improving the county's performance (Mokaya, 2020).

Ahmad and Schroeder (2002) found that prospective employees' behavioral attributes are an important component to consider in the recruiting and selection process. It stressed the importance of vetting potential employees' personalities and character quirks before hiring them. Otiato's (2019) research results on the organizational elements that affect the hiring and selection processes indicated that the accessibility of suitable trade equipment for working has a significant impact on the selection and recruitment processes.

1.2 Research Problem

Effective recruitment and selection processes are crucial for any business that wants to have a sizable and capable workforce. Strategic human resource management centers on the recruitment process, so it makes sense that if done well, it can increase the likelihood of a company's growth and success (Taylor & Collins, 2000). For a long time, businesses have focused primarily on their customers (Zeuch, 2016), but the success of a business also depends on its employees (Stallard & Pankau, 2010). There have been a lot of studies done on the topics of hiring and keeping employees (Evans, 2013; Mbemba, Gagnon, & Hamelin-Brabant, 2016; Samuel, 2017). When it comes to recruitment and selection, the importance of the factors that influence either process hasn't been studied extensively. The scant literature that exists on the topics of recruitment and selection has yielded conflicting results. As one example, Nabi, Wei, Raja, Zhao, and Ahmed (2015) point out in their review of the literature on recruitment and selection that it is challenging to draw conclusions due to the multi-

polarity and size of organizations that are controlled and managed by people with varying degrees of skill and knowledge.

The public service board of Mombasa County is responsible for managing the county's human resources. Since it has no historical precedent, the new constitutional body can use the county's human resources system to make sure that all new staff members have the skills necessary to make the most of the county's financial resources. The County Government Act of 2012 established a brand-new board with the authority to perform the duties of the former public service commission, and this new role comes with its share of unknowns. High employee turnover, a demotivated workforce, low staffing levels, a lack of diversity and inclusivity in recruitment, a lack of resources allocated to staff development and an inadequate infrastructure, and irregular' recruitment and appointments are just some of the problems that the Mombasa County Public Service Board has been unable to solve (Khaunya & Wawire, 2015). In light of the fact that the County Governments Act of 2012 requires public service boards in each county to follow specific recruitment procedures designed to promote equality, this predicament is clearly alarming (Government of Kenya, 2018; Kaingu, 2018). Based on a survey of Mombasa County's human resources from 2017, we know that political patronage, bribery, and nepotism play significant roles in the county's recruitment and selection processes. Whether or not the County Service board is able to meet these challenges effectively will have a direct impact on the organization's productivity. The study's impetus comes from the lack of prior research into the significance of factors influencing recruitment and selection of employees with reference to county service boards in Kenya.

The procedures and practices of selection and recruitment, as well as the effectiveness and retention of organizations, are the primary foci of empirical research on recruitment and selection. A study of recruitment and selection practices in the Ethiopian city of Burayu was completed by Wami (2019). According to the results of the research, the selection and hiring processes were based solely on merit. The recruitment and selection processes were the subject of a qualitative study by Fathmath, Azam, and Ahmad (2021). Their research proved that the government employs subjective recruitment and selection processes rife with corruption and favoritism. That the company's inability to succeed with less-qualified workers is directly attributable to such abuses, corruption, and the problem of excessive favoritism in the hiring process is stated emphatically.

Otiato (2019) examined how local factors affect faculty recruitment and selection in private universities in Kenya. All faculty members at United States International University (USIU-Africa) were included in the study's sample, which followed a descriptive research design. Using a stratified sampling method, a group of 104 respondents was chosen. The questionnaires were the primary method of data collection. Faculty recruitment and selection are affected by factors such as workplace safety, a pleasant work environment, academic freedom for staff, a clear promotion path, and the availability of professional development opportunities, according to the study. The Nairobi State Law Office in Kenya was the focus of Karanja et al(2014) .'s study on the factors affecting staff selection in the Kenyan public sector. Descriptive research methods were used in this study, and a questionnaire was used to take a headcount of all participants. The research concluded that a candidate's academic credentials and background checks play an important role in the selection process for government jobs. These analyses did not establish the importance of the various factors in recruitment and selection. To what extent do various factors affect the recruitment and selection of employees by the Mombasa County Service board in Mombasa County Government? is the overarching research question that this study seeks to address.

1.3 Research Objective

The objective of this study was to determine the importance of factors influencing recruitment and selection of employees by County Government of Mombasa.

1.4 Value of the Study

The findings of this study will help the county government of Mombasa, Kenya, and other counties in Kenya with their recruitment and selection procedures. In Kenya, the study's findings will help county governments hire competent people and enhance their services to citizens. Moreover, the findings from the study will enable the human resource practitioners in the county government to improve their recruitment and selection practices. Human resource professionals will be pushed to rethink their approach to hiring as a result of this research and to prioritize improving their companies' work environments, cultures, and policies.

The results will help the government and public and private institutions develop and implement human resource policies that are tailored to improve effective recruitment and selection procedures and guarantee efficient organizational performance. The findings of this research will be useful to public sector policymakers because they will prompt them to

examine whether or not a policy review is warranted in order to improve performance. The findings of this study will also act as a springboard for further research in this field of study as it will provide empirical evidence for reference.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

In this section, we will discuss the theoretical and empirical literature that has informed this research. Focusing on recruitment and selection, it analyzes both theoretical and empirical literature. The purpose of this literature review is to better understand the topic at hand by examining what has already been learned about it in the form of scholarly articles and other publications. This literature search is meant to identify any gaps in understanding that the study can fill.

2.2. Theoretical Foundation

The study was anchored on the Human Capital Theory and the Resource-Based Theory. These theories are expounded further in the subsequent section

2.2.1. Human Capital Theory

Human resource management has recently adopted the Human Capital theory, originally proposed in the 1960s by Theodore Williams Schultz to study the monetary value of education (O'riordan, 2017). Human capital consists of an individual's inherent skills, habits, and efforts. Human capital demonstrates how crucial it is for businesses to have employees who are both qualified and motivated to do their jobs (Samuel, 2017). Human capital theory is important and applicable to this research because it takes into account all the skills and experiences that employees bring to the table that contribute to their overall productivity. Human Capital Theory, which was used in the study, was supported by a large number of academics (Pasban & Nojedeh, 2016).

There have been as many as four separate components of human capital theory that have been criticized for what some people view as an unattainable ideal. Even though the human capital theory uses a closed analytic system and independent variables, it is not feasible to completely remove the impact of outside influences or the interdependence of the topics that it investigates. Second, a linear theory is used to explain a material that is not homogeneous in either space or time. Third, the human capital theory views employment and education as if they were the same thing, despite the fact that they are not. Fourth, it does not take into account a diverse set of potential alternate hypotheses regarding the connections between education and employment (Lee, 2019). It is speculated that the meta-method used in social

sciences is to blame for these theoretical gaps in human capital. This method prevents the formulation of compelling causal explanations (Dow 1990).

Another flaw in the human capital theory is that it presumes an inverse relationship between education and productivity in the workplace. As an added downside, the theory provides scant guidance on how to translate training and education into a business context (Tan, 2014). Human capital formation, as described by Eide and Showalter (2010), varies widely between individuals and organizations. Thus, policymakers must consider the context dependence of human capital strategies to ensure efficient and effective strategic interventions at the corporate levels.

One of the flaws of the human capital theory, as argued by Marginson (2019), is that it assumes workers' pay and benefits should be based solely on their level of training. The public's view of the policies that affect the connection between work and education is largely shaped by the human capital theory. The human capital theory asserts that an individual's level of education is the most important factor in determining his or her level of economic productivity in the workplace.

2.2.2. Resource Based Theory

Most research on HRM makes use of the resource-based theory (Collins, 2021). This idea originated with Coase in 1937 and was further developed by Edith Penronse in 1959. The resource-based approach emphasizes the significance of hiring and placing the most qualified candidates for open positions within an organization (Gerhart & Feng, 2021; Wernerfelt, 1984). Resource-based theories, according to Hossain, Hussain, Kannan, and Nair (2021), have made little progress in explaining or forecasting competitive advantage. To answer this charge, the company must first ensure that its resources are fully utilized rather than merely owned. Furthermore, both extensive theorizing and the incorporation of dynamic capabilities as a resource should value dynamic abilities.

In the same way that most business theories have been criticized, the resource-based view has also been criticized. For instance, picking the right depth of analysis can be tough due to the plethora of possible resource definitions. Additionally, the worth of specific resources, such as a company's know-how or reputation, is subjective (Collins, 2021). Managers have the added duty to remember that diversity does not always mean novelty. The Resource-Based View fails to recognize the significance of other influences, such as company culture, on an

organization's efficiency and effectiveness. The success of a company is heavily influenced by its corporate culture. A sense of intrinsic motivation is fostered among workers as a result of their shared commitment to achieving a common goal (Kraaijenbrink, Spender, & Groen, 2010). There are many overarching claims made about the advantages of various resources, but according to (Ployhart, 2021) RBV fails to establish the bounds within which certain resources and capabilities are significantly important (Nason & Wiklund, 2018).

When calculating RBV, neither the presence nor the potential of future sources of resources are considered (Nason & Wiklund, 2018). RBV calculations need to give more weight to factors like resource flexibility and the creation of new market advantages (Dunning, 2000). RBV disregards the conditions under which various resources will be most valuable (Kraaijenbrink et al., 2010). As technology develops, customer needs change, and the characteristics of various forms of competition come into play, the value of a company's resources can go up or down (Nason & Wiklund, 2018).

2.3 Factors Influencing Recruitment and Selection

Internal and external factors have an influence on recruitment and selection. Internal factor is a factor that affects the organization's culture and structure, which in turn affects the recruitment and selection process. External factor is a factor that can have an effect on the recruitment and selection of external staff. These are beyond the control of the organization (Ndlela, 2020).

2.3.1. Internal Factors

There is a paramount importance of the influence of internal factors in recruitment and selection of employees in order to achieve the desired performance of organizations.

2.3.1.1. Organizational Size

A company's size is a structural characteristic that can be quantified in a variety of ways: by the square footage of its physical location, the volume of its annual sales, the value of its assets, the number of its customers, and the size of its workforce (Theodore, 2009). Islam, Habib, and Pathan (2010) claim that hiring and selection procedures change depending on the size of the company. In order to quickly sort through thousands of applications and fill dozens of open positions, large companies need well-defined systems. Due to a lack of capital and infrastructure, small businesses typically rely on a larger-than-average workforce of dedicated and skilled workers.

When it comes to hiring new staff, Lievens and Chapman (2010) agree with Islam et al. (2010) that a company's size matters. It is likely that the hiring manager will take charge of the search and selection process when working for a smaller company, as stated by the authors. The human resources department of a large company screens resumes and conducts interviews to determine which candidate is best suited to fill an open position. Those who fare well during the initial round of interviews are presented to the hiring manager for further discussion and consideration. Both Islam et al. (2010) and Lievens and Chapman (2010) agree that the hiring process is more challenging and time-consuming in smaller firms because everyone is involved..

2.3.1.2 Organizational Culture

Culture in the workplace refers to the set of norms and expectations that employees are expected to uphold and follow (Hamza et al., 2021). The success of an organization and its ability to expand are both dependent on its culture (Hamza et al., 2021). According to Anthony (2015), the processes of hiring and firing are crucial to the success of any business. However, in countless businesses, hiring is impacted by the traditional/culture of the organization. A company's culture consists of the unspoken rules, norms, beliefs, attitudes, and assumptions that everyone in the company adheres to. In this context, the word "values" refers to the underlying principles that guide the actions of individuals and groups. "Norms" refer to social conventions that are assumed to be followed by everyone. Accurately selecting new employees has never been more crucial to a company's success (Lubis & Hanum, 2020).

Organizational culture is crucial when it comes to recruiting and maintaining talented individuals. Simply expressed, people will not join or stay with a company if the culture does not satisfy their needs. The recruiting process and corporate culture are closely intertwined due to their relevance to employee selection and retention. In terms of aesthetics, culture encompasses everything from brand image to corporate initiatives. Certain firms place a premium on culture and recruit accordingly (Catanzaro, Moore, & Marshall, 2010). Recruitment and selection of the appropriate staff is possibly the most critical aspect of business culture. The type of personnel hired by an organization has a significant impact on its culture especially when the business is rapidly expanding and adding new employees (Catanzaro et al., 2010)

2.3.1.3 Nature of Recruitment

Selase (2018) argues that recruitment process includes the process of identifying, screening, shortcomings, and selecting potential personnel for filling up the vacant positions in a firm. The nature of recruitment is a key function of human resource management. They use this function to come up with the right person, for the correct position, and at the factual time. With the Kenyan crowded labor market, hiring potential workers is becoming increasingly essential. Bazana and Reddy (2021) agrees with Selase (2018) on the statement that the nature of recruitment/employment comprises different factors attached to a specific job position. These factors may entail accomplishments, experiences, and an individual is in a position to adapt to organizational culture. Human resource management uses this technique to identify, screen, and obtain a candidate who has all these qualities to take up the vacant position. It also helps an organization to eliminate and remain with preferred candidates.

Selase (2018) and Bazana and Reddy (2021)argue that the nature of recruitment in any kind of organization is beneficial since it assists in identifying the most suitable and potential contenders for the available job. When the organization recruits and selects reliable applicants, it is liable for establishing the strength of workers to meet the strategic objectives of the organizations. In addition, the nature of recruitment in the selection of workers possesses interviews and screening of academic papers.

2.3.1.4. Recruitment and Selection Policy

Recruitment is the process of identifying and retaining qualified individuals for an organization. Selection refers to the stage of the recruitment process in which applicants or candidates are chosen for jobs (Armstrong, 2019). Since it is a process, it therefore, involves the following stages: defining the job requirements; attracting candidates through advertising; sifting applications given the minimum job qualifications required for the position; inviting successful candidates for an interview; carrying out certain tests on successful candidates; assessing candidates; obtaining references either from the referees or the candidates former organizations of employment; checking references, making an offer to the successful candidate and finally following up to know whether the candidate accepts the job offer or turns it down (Armstrong, 2019)

According to Ishrat (2013), when developing a recruitment policy, organizations should consider the following factors: Government policies; competing organizations' personnel policies; organization-specific personnel policies; sources of recruitment; recruitment needs;

recruitment cost; and selection criteria and preference. A company's recruitment and selection policy describe the strategies it will use to advertise job openings in order to attract the best applicants to apply. Additionally, the policy defines the selection process in detail, which may include conducting interviews, negotiating a job offer, and finally, orientation and onboarding (Ishrat, 2013).

2.3.1.5. Human Resource Planning

Human resource planning is regarded as a process that entails linking organization objectives to human resource functions and policies (Baum, 2018). It's a way of establishing a working relationship between the human resource function of an organization and the various policies formulated that guide how other departments in the organizations conduct themselves. The aim of human resource planning is two-fold as stated by Plaskoff (2017) one is to ensure that there is maximum utilization of the current staff in the organization and secondly is to identify future staffing needs of the organization regarding the number and the skills required. Human resource planning enables organizations to ensure they have the right number and type of people in the right place at the right time.

When properly implemented, this procedure provides the greatest long-term benefits to both the organization and the individual employee (Olson, Slater, Hult, & Olson, 2018). According to Armstrong (2019), planning also entails determining an organization's human resource requirements and planning suitable actions such as recruitment, training, and career development in response to those requirements. It is carried out in accordance with the organization's objectives and guiding principles.

2.3.2. External Factors

In the process of recruiting and selection, factors that are considered external are those that are not within the direct control of an organization.

2.3.2.1. Labor Market Conditions

Kimenyi, Mwega, and Ndung'u (2016) asserts that employers in Kenya, both in private and public sector, are resorting to the use of part-time or contractual and outsourced labor force because then there is reduced labor costs. The employment climate in the community in which the organization operates has an effect on the organization's recruitment and selection processes. The increased and significant use of technology has also transformed the way of conducting business for different professions

Labor markets include the environments from which the organization is operating from and is likely to obtain its workforce. The problem arises when the skills of the workforce do not match with the demands of the labor market (Pholphirul, 2017). Labor markets can be internal or external from the organization. The internal labor markets comprise of current employees within the organization that could be promoted to occupy the vacant positions, could be trained on the job or redeployed to meet the future needs of the organization. Internal labor markets are preferred by employees because they protect them from potential risks of job and wage insecurity (Burgess & Connell, 2015).

2.3.2.2. Industry Competition

According to Islam et al. (2010), competitors' recruitment policies also have an effect on the organization's recruitment and selection processes.. Institutions with clearly outlined policies are more attractive to potential employees that those whose policies are not known. Policies that contribute to economic growth through creation of employment are the main solutions to the employment problem of a country (Kimenyi et al., 2016). On the other hand, policies that are clear on career progression also attract potential employees because then their career growth path is well defined up to the point when it can actually happen (O'Mahony & Bechky, 2006).

An institution with these types of structures has a greater edge in terms of quickly replacing vacant posts than institutions that lack a well-defined structure. When an organization recruits externally, it expands its applicant pool. Additionally, looking outside the firm enables a business to target key players that may assist its competition in succeeding. This enables the company to gain an insider's insight on the strategies used by the competition to succeed (Otiato, 2019).

3.3.2.3. Technological Innovation

Recruitment has evolved from a static to a dynamic process as a result of new advancements (Searle, 2006). Rather than relying on paper-based tactics such as brochures, advertisements, and fair attendance, traditional recruitment has evolved into a more controllable process—via the Internet. In comparison to previous approaches, a new style of recruiting, dubbed e-recruitment in the literature (Mooney, 2020), looks to be more cost-effective and time-efficient for enterprises. According to research done in the United Kingdom, 90% of global businesses have transferred their primary source of recruiting to the Internet (Marinov, 2017).

Human resources technology has progressed from a trendy buzzword to a critical requirement. Today's business environment is defined by fierce rivalry, which rewards only the strongest. As a result, organizations are increasingly leveraging information technology to boost the effectiveness of their human resource management. The advent of technology into human resource management in the form of HRIS (Human Resources Information Systems) has simplified and accelerated the process of collecting, collating, and disseminating information to employees, as well as the recruitment process. (Chungyalpa & Karishma, 2016).

2.3.2.4. Political-Social- Legal Environment

Numerous federal and state laws on anti-discrimination in recruiting and employment have a direct impact on recruiting strategies. The Indian government, for instance, has set aside job opportunities for members of certain "scheduled castes," "scheduled tribes," and "physically disabled" categories (Jain et al., 2003). Trade unions, too, are critical in the recruitment process. This constrains management's capacity to hire personnel it believes will perform the best. If the candidate does not fit the union's criteria, however union regulations may restrict recruitment sources (O'riordan, 2017).

2.4. Empirical Review

This section discusses past academic research connected to this study's variables.

Mwangi, Njeje, and Makokha reviewed hospital staffing in North Rift County's Uasin Gishu (2014). Eight of Eldoret's leading private hospitals provided volunteers. The census was sampled. Statistics such as Pearson's Product Moment Correlation, ANOVA, and Multiple Regression Analysis were utilized to assess the data statistically and qualitatively. Procedures and policy aspects help locate competent job candidates. Job analysis enhances selection, study finds. Private hospital administrators should prioritize efficient hiring, study finds.

Islam et al. (2010) studied bank recruiting and selection in Bangladesh. Using factor analysis and multiple regression, the recruiting and selection process and components were analyzed. A factor analysis was done to determine bank recruiting and selection factors. Multiple regression analysis was utilized to evaluate the link between the factors and hiring and selection. Several factors influence recruiting and promotion decisions in Bangladesh's private commercial banks. Interviewer's test-designing ability, candidates' self-assessments, and outside influences are examples (such as family pressure on the directors). The findings show that banks' recruitment and selection methods can't narrow the talent gap between candidates and available positions.

Karanja, Ndunga, and Mugambi (2014) examined staff selection in the Kenyan public sector at the state law office in Nairobi. Nairobi's State Law Office wanted to know how much weight academic credentials, professional experience, background checks, and personal traits are given. Researchers performed descriptive research and counted participants. Respondents completed questionnaires. Multiple regression in SSPS 22 tested the hypothesis. Academic credentials and background investigations are important in hiring public servants. The public sector should examine all personnel selection policies to account for new problems. The government did this after being advised to review its hiring practices.

Otiato (2019) investigated private university professor hiring decisions. This study's research questions were: How do candidate qualities, institution type, and job opportunities affect private universities in Kenya? This research was descriptive. All USIU-Africa faculty were potential victims. Randomly selecting 104 respondents using "stratified sampling". Cronbach's alpha measures reliability and validity. Multiple regression and Pearson correlation were used to determine how independent variables affected the dependent variable. SPSS analyzed the collected data. Tables and figures displayed the collected data. Workplace safety, a healthy work environment, academic freedom for staff, a clear path to progress, and professional growth possibilities impact faculty recruitment and selection. Less often, respondents agreed that job stability, recognition of strong performance, adequate remuneration of staff, supporting employees' social requirements, and offering time off for training and development are vital in the hiring process.

Odor, Martins-Emesom, and Bakwuye (2019) studied recruiting and selection at Nigerian institutions. The author gives their opinion in this post by using secondary sources and analyzing field data. The research found that Nigerian university recruitment and selection is subjective and not based on objective factors. Ineffectiveness and inefficiency result from this. Lack of eligible applicants, hiring based on quotas, bribery, nepotism, etc. all contribute to this. Other reasons exist. The authors recommend streamlining the application process to increase qualified applications. Second, the selection process should use objective standards rather than candidates' opinions. Third, recruiting should follow a needs assessment. Hiring shouldn't be a covert, behind-closed-doors process; it should be open to public inspection. After these processes, we'll be ready to execute a rigorous recruitment and selection process to discover the proper people who won't be a strain to lead and manage so we can maximize employee engagement. We'll use strict procedures throughout recruitment and selection to locate the best applicants.

2.5. Summary of Literature and Research Gaps

An evaluation of the theoretical and empirical literature on recruitment and selection found that there is a large body of work in this area, both domestically and internationally. Local research, such as that of Njoroge (2017), has focused on the external factors that affect hotel recruitment and selection. Kemunto (2011) analyzed the methods of hiring used by micro, small, and medium-sized businesses. Specifically, Samuel (2017) looked at how recruiting, selection, and retention practices influenced the productivity of legally recognized family businesses in Tanzania. (Dachew, 2018) also evaluates the Addis Aababa Water and Sewerage Authority's recruitment and selection procedures (AAWSA).

Recruitment and selection practices at private commercial banks in Bangladesh were analyzed by Islam et al. (2010). This review demonstrates that the majority of these studies were conducted in the developed countries of Europe and the United States. Taking findings from this type of study and applying them in a developing country like Kenya could produce misleading results. Previous studies also relied on historical information, which may or may not be reflective of the present. Therefore, there is an information gap that the present investigation hopes to fill. Thus, the study will serve as a springboard for future researchers to inquire into and broaden their focus on recruitment and selection.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology establishes a framework for a study's execution. It entails the study's design, location, research tools, pilot study, data gathering processes, and data analysis, as well as the ethical issues that must be adhered to.

3.2 Research Design

A case study research design was used in this study. This design permits an in-depth, multi-faceted analysis of a particular subject, such as a person, group, location, event, organization, or occurrence (Sarah Crowe et al., 2011). Descriptive design ensures a thorough description of the issue, assures minimal bias in data collecting, and allows data collection from a large population in a cost-effective manner. The design was considered appropriate for this study because data and the findings were applied to only one unit namely Mombasa County Government.

3.3 Respondents

Respondents comprised of the chief executive officer of the board, the secretary to the board and three directors in charge of administration, the human resources directorate and the ethics and good governance directorate. These officers are strategically placed as far the data for this study is concerned.

3.4. Data Collection

A questionnaire was employed to obtain primary data for this study. Portability, accessibility, and dependability are the advantages of employing a structured questionnaire to collect information (Kerlinger, 2013). Due to the lack of interaction between the interviewer and the respondents, bias is greatly diminished. Two sections comprised the questionnaire. In the first phase of the survey, we asked respondents fundamental questions about the company and themselves. Part II of the study collected information on county government recruitment and selection methods. Part I collects data nominally, while Part II collects data intervally using Likert-scale questions. We utilized a 5-point Likert scale with the following ratings: 5 for "Strongly Agree", 4 for "Agree", 3 for "Undecided", 2 for "Disagree", and 1 for "Strongly Disagree". The two parts of the data gathering procedure were the pilot study and the distribution of data collection tools. The pilot testing of the items helped uncover any issues

with clarity or comprehension. Adjustments were made to the instruments based on the results of the pilot research, ensuring that they are accurate and ready for use in the main study.

3.5. Pilot Study

A pilot study was conducted before collecting real data to guarantee the research instrument's content validity. Pre-testing allows the researcher to evaluate the clarity and usability of the instrument, as stated by Van Teijlingen and Hundley (2010). Two public service board members in charge of human resources and administration participated in a pilot study in neighboring Kiambu County. Before using them in the full study, the instruments were assessed for clarity using data gathered during the pilot phase. To ensure that the data collected could be used to answer the investigation questions, a preliminary analysis was performed on the pilot test results. The completed surveys were then discussed amongst managers in order to glean additional information and suggestions for enhancement.

3.6. Data Analysis

With the goal of deriving meaning from the results, data analysis entails processes including data cleaning, coding, categorizing, ordering, systematic organizing, summarizing, and synthesizing (Polit & Beck, 2008). Descriptive statistics were used for the analysis of the collected data. Among the many measures that make up descriptive statistics are means, frequencies, percentages, and standard deviations. In addition, factor analysis was employed to pinpoint a range of distinguishing elements that influenced the selection and hiring procedures. It is possible to find connections between several research variables through a method called factor analysis. With this method, a huge number of interconnected variables are reduced to a manageable set of parameters across a limited set of dimensions. The primary goal of factor analysis is to identify generic structures in inter-variable connections.

3.7. Validity

The precision with which an instrument measures what it is designed to measure is known as validity (Fain, 2009). This study looked at both content and facial validity. The content validity of the research instruments was tested to see if the material is acceptable and relevant to the study's goals. This was accomplished by obtaining consensus among experts that the scale accurately measures the scale's goals and seems to reflect the scale properly. The relevance of a questionnaire to the study's goal and topic area is measured by face validity.

The proposed data collection instruments were discussed with the supervisors to evaluate their face validity in terms of readability, translations, contextual appropriateness of questions, questionnaire length, formatting, and flow. Their feedback and recommendations for enhancements were integrated into the final versions of the instruments. We took a close look at the instrument to make sure all of the terms were clear and that the instrument itself didn't cause any confusion. Pre-testing was conducted before the actual research to ensure that the questions were clear and that they elicited the desired responses, as well as to reveal any inconsistencies or ambiguities in the language (Burns & Bush, 2007).

3.8. Reliability

The consistency of a tool or test is synonymous with reliability. It refers to how well an evaluation instrument delivers consistent and reliable outcomes. In this study, the Cronbach's coefficient alpha was utilized to assess the data collecting tools' reliability. This strategy is suitable for cases where a tool will only be used once (Kothari, 2017). The higher the internal consistency reliability, the closer the reliability coefficient is to one. If the research instrument passes the predefined level of 0.7 and above, which is the acknowledged standard in research, it is considered dependable.

The researcher consulted with supervisors and professionals in the subject to get their input. Items identified as sensitive, unclear, or biased in any manner were changed or removed to improve the instrument's content validity.

3.9. Diagnostic Tests and Assumption of Multiple Linear Regression

Several assumptions must be evaluated before undertaking a linear regression analysis; these assumptions show whether estimation procedures have desirable qualities and whether or not hypotheses tests about coefficient estimations can be undertaken properly (Hair, Black, Babin, Anderson, and Tatham, 2010). This research set out to identify desirable features of estimation methods.

3.9.1. Normality tests

It is essential to perform tests for normality on the data of any research project in order to determine whether or not the information obtained can be accurately modeled by a normal

distribution (Moore & McCabe, 2014). In order to accomplish this goal, histograms or probability plots (P-P) will be constructed so that the distribution of the data can be analyzed. The most common numerical tests for determining whether or not a distribution is normal are known as the Kolmogorov-Smirnov test and the Shapiro-Wilk test. The second test is the most appropriate choice when dealing with moderately high sample sizes ranging from fifty to two thousand different items. The data set is considered to be normal if the significance level of the Kolmogorov-Smirnov Test is greater than 0.05. On the other hand, if the significant value is lower than 0.05, the data set is regarded as being significantly atypical of the normal distribution (Razali et al., 2011). The Kolmogorov-Smirnov Test and P-P Plots were used in this investigation to investigate whether or not the data that were collected followed a normal distribution.

3.9.2. Linearity test

The objective of the linearity test is to determine whether or not the connection between the predictor variables and the dependent variable is linear (Zientek, Kim & Bryn, 2016). Both correlation and linear regression investigations require a linearity test. Using a regression model in research is an effective technique to demonstrate a linear relationship between the predicted and the relevant variables. Significant deviation from linearity will be used to determine if the variables in this study are linear or not. The relationship is linear when the value of the significant deviation from linearity is less than 0.05; otherwise, it is nonlinear.

3.9.3. Multicollinearity Test

Multicollinearity is the existence of strongly linked predictor variables, consequently, it is difficult to determine the actual contribution that each predictor variable has made to the change in the variable that is being studied (the dependent variable) (Zikmund et al., 2013). The Variance Inflation Factor (VIF) as well as its reciprocal, the tolerance values, are going to be used. for the confirmation of multicollinearity.

<p style="text-align: center;">**CHAPTER FOUR**</p>

<p style="text-align: center;">**DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**</p>

4.1   Introduction

This chapter examines, presents, and interprets data on the significance of various factors in the County Government of Mombasa's hiring practices. These results were gathered using the strategy laid out in Chapter 3. Response rate, demographic study characteristics, reliability and validity findings, descriptive analysis of independent and dependent variables, inferential analysis of relationships, interpretation of results, and discussions pertaining to results are all presented in this section.

4.2. Response Rate

In survey analysis, the term "response rate," which is synonymous with "completion rate," describes the percentage of people who actually finish the survey. According to research by Baruch and Holtom (2008), a high survey response rate is a sign of a well-designed survey and reliable results. A total of all eligible participants returned a completed survey, resulting in a response rate of 100% despite the relatively small sample size. Researchers say their high response rate can be attributed to the fact that they handled administering their own surveys and talking to each and every one of their respondents on their own. The high response rate can also be attributed to the eagerness of the study's intended participants to take part. This high response rate was further bolstered by the researcher's use of follow-up calls to answer questions. Table 4.1 shows the percentage of people who answered the survey.

Table 4.1: Response Rate

	Count	Percentage
Returned	7	100.00%
Non returned	0	0.00%
Total	**7**	**100**

Source: Field Data, 2022

4.3. Data Preparation and Screening

The purpose of the data screening that was carried out was to determine, among other things, whether or not the data accurately reflected the responses provided by the respondents and whether or not all of the data were present and could be accounted for. As a result, the data were examined to check for normality, as well as missing values and outliers.

4.3.1. Analysis of Outliers

Statistical outliers are points of data that deviate notably from the means of the distributions (Zink et al., 2018). It's a piece of information that significantly deviates from the norm (Hadi et al., 2009). Multivariate outliers were to be expected given the presence of both independent and dependent variables in a given study. When this occurred, it was crucial to investigate the potential root causes of the outliers by analyzing the responses of the elements suspected of being abnormal. The sample distribution for certain variables may have a more extreme distribution than the normal distribution, which could account for the outliers (Zink et al., 2018). Cleaning the data of outliers is an effective way to reduce risks to the data's internal validity. Because of this, checking for multivariate outliers among the study variables was crucial. A multivariate outlier was defined as a case with a mahalanobis distance probability of less than 0.001. In order to identify multivariate outliers, the researcher used the Mahalanobis Distance as well as the Chi Square. Table 4.2 analysis shows that there are no anomalies that warrant further investigation.

Table 4.2: Mahalanobis Distance

		Statistic	Std. Error
Mahalanobis Distance	Mean	0.8571429	0.31062562
	Std. Deviation	0.82183815	
	Minimum	0.0037	
	Maximum	2.25167	

Source: Field Data, 2022

4.3.3. Normality Test

When conducting multiple regressions, it is assumed that the variable distributions are normal (Osborne & Waters, 2002). This indicates that errors follow a normal distribution, and that a graph of the values of the residuals will approximate a normal curve if the graph is drawn (Keith, 2006). Variables that are not normally distributed have the potential to skew the results of significance tests and relationships (Osborne & Waters, 2002). Outliers have the potential

to affect both type I and type II errors, in addition to the precision of the results as a whole (Osborne & Waters, 2002). This assumption was put to the test by the researcher using a number of different pieces of data, including a visual inspection of the data plots, skew, kurtosis, and P-plots (Osborne & Waters, 2002).

Descriptive Statistics

	N	Min	Max	Mean	Std. Dev	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
RI	7	2.27	3.53	3.0095	.49505	-.764	.794	-1.109	1.587
Valid N (listwise)	7								

The Kolmogorov-Smirnov and Shapiro Wilks tests, which were calculated for each variable, were used in the study to determine the shape of the distribution. These tests were developed by Shapiro and Wilk in 1965. Whether or not the data follows a normal distribution can be determined by looking at the p-values of the Kolmogorov-Smirnov and Shapiro Wilk tests. If the Shapiro-Wilk Test returns a p-value (Sig. value) greater than 0.05, the data is considered to be normally distributed, per this criterion. If the value is less than 0.05, the data deviates significantly from a normal distribution. In light of the fact that all of the p-values were higher than 0.05, it can be concluded that the data followed a normal distribution, as shown in Table 4.3.

Table 4.3: Kolmogorov-Smirnov and Shapiro Wilks Tests

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Recruitment and Selection	.184	7	.200[*]	.929	7	.547

[*]. This is a lower bound of the true significance.
a. Lilliefors Significance Correction
Source: Field Data, 2022

4.4. Reliability of Instruments

The degree to which a research instrument, when subjected to multiple tests, consistently produces the same results or data is referred to as its reliability. The researcher utilized the Cronbach alpha coefficient, which is a tool that is frequently utilized by researchers for

evaluating the reliability of a number of different items. Above 0.70 is considered to be a satisfactory level for the reliability measure known as Cronbach's alpha.

According to Bryman and Bell (2007), reliability refers to the extent to which both the concept and the result can be trusted, as well as the ability of the study to be repeated while maintaining the same findings. The research utilized measures from constructs that had previously been validated; however, it was necessary to carry out individual tests in order to determine whether or not all items measure the same concept. If this were the case, we would anticipate that the items would correlate well with one another. According to the findings, all of the constructs had Cronbach's Alpha values that fell within the suggested value range of between 0.774, which demonstrated that the data collection tool was reliable. As a result of this reliability test, it was determined that the scales that were utilized in the research were reliable in terms of their ability to capture the constructs. Table 4.4 presents the results of the reliability test that was conducted.

Table 4.4: Reliability Coefficients of Study Constructs

Construct	Cronbach's Alpha	Number of Items	Comment
Recruitment and selection	.819	15	Good

Source: Research Data (2022)

4.5. Demographic Data

Respondents were asked to reveal details about their demographic profile, such as their gender, years of service, and highest level of education. Due to the potential for the traits in question to have effects that are counter to the relationships being researched, it was judged that this data was relevant to the investigation into the elements that influence the recruitment and selection of employees.

Table 4.5: Demographic Characteristics of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	5	71.4	71.4	71.4
	Female	2	28.6	28.6	100.0

	Total	**7**	**100.0**	**100.0**	
Years of	0-2 Years	1	14.3	14.3	14.3
Service	3-5 Years	3	42.9	42.9	57.1
	6-8 Years	1	14.3	14.3	71.4
	9-11 Years	1	14.3	14.3	85.7
	Over 11 Years	1	14.3	14.3	100.0
	Total	**7**	**100.0**	**100.0**	
Highest Level	Bachelors	2	28.6	28.6	28.6
of Education	Degree				
	Masters Degree	5	71.4	71.4	100.0
	Total	**7**	**100.0**	**100.0**	

Source: Research Data (2022)

According to the gender breakdown presented in Table 4.5, the sample included more male (5, 71.4%) than female (2, 28.6%) county employees. Thus, majority of the respondents were men. Further, the study explored the number of years in service among respondents. It was revealed that (14.3%) had served in the county government for between 1 and 2 years; while 3(42.9%) had worked in the county for between 3 and 5 years. Further, the study established that (14.3%) had served in the county for between 6-8 years, 9-11 year and over 11 years respectively. The implication of this is that the respondents had adequate work experience as well as knowledge of the county and thus able to give credible information that the study can rely on.

The study established that majority of the respondents 5(71.4%) had masters degree qualification as their highest educational qualification followed by 2(28.6%) who had bachelors degree qualification as their highest educational qualification. This outcome implies that majority of the respondents had postgraduate level of education hence, were well educated and could understand what was sought by this study and even interpret the questionnaire well.

4.6. Exploratory Factor Analysis

The goal of factor analysis is to reduce voluminous amounts of data to a smaller number of factors that adequately represent the original data (Pallant, 2007). To achieve this, we utilize factor analysis, a technique for integrating data from multiple sources into a unified whole (Pallant, 2007). Anything that may be modified or adjusted is considered a variable. Each

section of the questionnaire contains its own collection of items or components that are employed as independent variables in these analyses. To improve the data's factorability, we used the Bartlett Test of Sphericity and the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy. Therefore, a decent factor analysis requires a Kaiser-Meyer-Olkin (KMO) index between 0 and 1, with a value of 0.6 being the bare minimum, and a p-value of 0.05 or less for the Bartlett Test of Sphericity (Pallant, 2007).

Table 4.6: Rotated Component Matrix

	Component			
	1	2	3	4
Personal Characteristics of the Applicant	.943			
Comparative costs of the different modes of recruitment and selection	.836			
Political party affiliation of the job candidate	.730	.499		
Academic Qualifications of the Applicant	.707	.485		
Remuneration package demanded by the applicant		.899		
Demand and supply of the type of skill		.788		
One third gender rule requirement		.742		
Relevant Experience of the Applicant		.674		
Gender of the job applicant		.407	.840	.465
Expertise and competency of the Applicant		.313	.811	.322
Affordability of the applicant based on budgetary allocation		.469	.658	.357
Regional Balancing				.912

Source: Research Data (2022)

Table 4.7: KMO and Bartlett's Test

KMO Measure of Sampling Adequacy.		.834
Bartlett's Test of Sphericity	Approx. Chi-Square	4635.254
	Df	666
	Sig.	.000

Source: Research Data (2022)

Principal component analysis with Varimax rotation was used to examine these 15 items. A value of 0.834 was found using the Kaiser-Meyer-Olkin (KMO) model, which is considerably

higher than the suggested value of 0.50. The results of this study demonstrated that Bartlett's test was statistically significant, with a chi-square value of 4635.254, df = 666, and p = 0.001. The data set is suitable for the factor analysis, as evidenced by the high KMO value of 0.834 and the statistical significance of Bartlett's statistic.

Each variable's factor loadings were ranked by their relative importance. When conducting an analysis, only items with a factor loading value of at least 0.50 and loading on a single factor will be considered. As a further piece of evidence that all of the items shared at least some of the same common variance with the other items, all of the communalities were greater than.30. Communities refer to the portion of the total variation in the initial variable that can be accounted for by the model's high loading factors. The factors do a better job of explaining the variable when the communality is closer to 1. Factor analysis was chosen because it was found to be a good fit for the study's concerns in light of these more general indicators. High values of greater than 0.50 for the communalities (which reveal how much variance in each item can be explained) show that all of the variables fitted well under the effectiveness category.

Table 4.8: Communalities

	Initial	Extraction
Academic Qualifications of the Applicant	1.000	.973
Relevant Experience of the Applicant	1.000	.763
Personal Characteristics of the Applicant	1.000	.982
Expertise and competency of the Applicant	1.000	.891
Renumeration package demanded by the applicant	1.000	.959
Match between the culture of the applicant and the county government's culture	1.000	.788
Demand and supply of the type of skill	1.000	.999
Affordability of the applicant based on budgetary allocation	1.000	.979
One third gender rule requirement	1.000	.998
Planned growth in services by the county government	1.000	.972
Comparative costs of the different modes of recruitment and selection	1.000	.984
Regional Balancing	1.000	.866
Ethnic balancing	1.000	.946
Political party affiliation of the job candidate	1.000	.833
Gender of the job applicant	1.000	.951

A scree plot is created by first plotting each of the eigenvalues of the factors, and then analyzing the resulting plot to identify a point at which the shape of the curve alters its trajectory and becomes horizontal. The factors that lie above the elbow or break are the ones that are kept because they are the ones that contribute the most to the overall explanation of the variance in the data set (Pallant, 2007). The scree plot for the items that fall under the study constructs can be found below. This plot demonstrates that the slope of the curve levels off after the sixth component, just as the diagram below illustrates. This substantiates the hypothesis that the study construct's original six factors will be preserved.
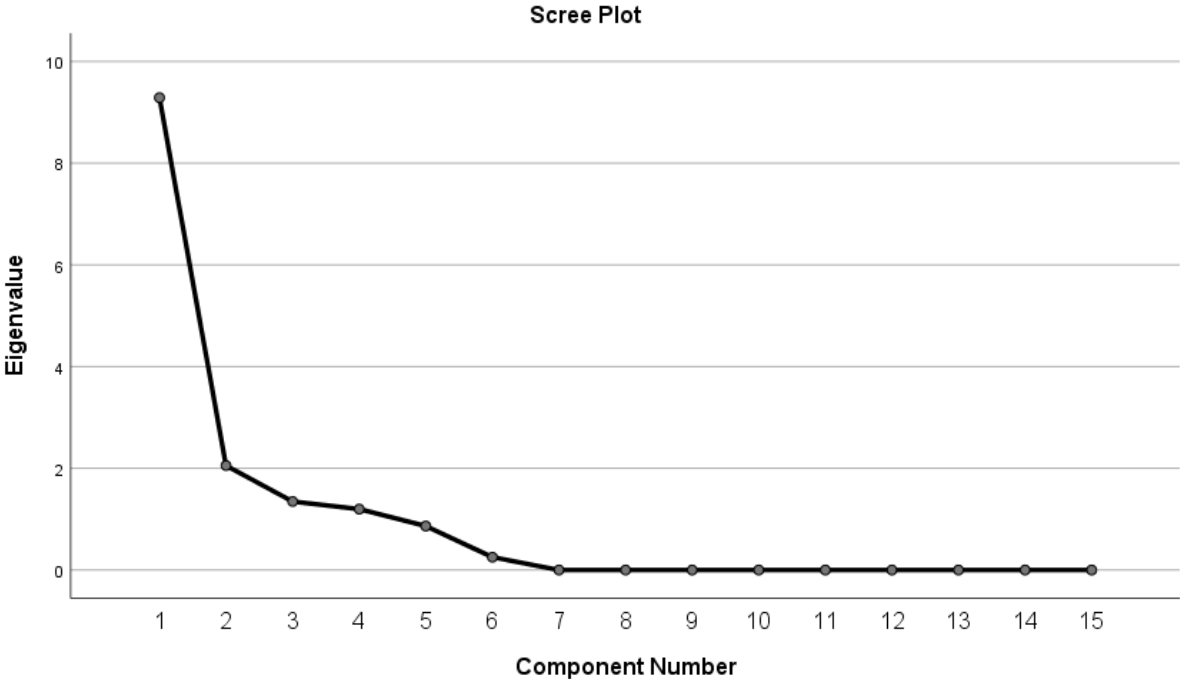
Figure 4.1: Scree Plot

Source: Research Data (2022)

Table 4.9: Total Variance Explained

	Total Variance Explained								
	Initial Eigenvalues			**Extraction Sums of Squared Loadings**			**Rotation Sums of Squared Loadings**		
Component	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	9.288	61.919	61.919	9.288	61.919	61.919	4.335	28.901	28.901
2	2.053	13.687	75.606	2.053	13.687	75.606	3.762	25.081	53.982

| 3 | 1.347 | 8.977 | 84.583 | 1.347 | 8.977 | 84.583 | 3.270 | 21.802 | 75.784 |
| 4 | 1.197 | 7.981 | 92.565 | 1.197 | 7.981 | 92.565 | 2.517 | 16.780 | 92.565 |

Extraction Method: Principal Component Analysis.

Source: Research Data (2022

Each factor has an eigenvalue more than 1.0 (9.28, 2.05, 1.34, 1.19) indicating that it may account for more variance than a single variable. Cumulatively, 92.56 percent of variance is explained by the four components. In other words, these four factors account for or explain more than 92.56 percent of the variation shared by the 12 items. The construct validity is thus established on the basis of these findings

4.7 Reliability Test after Factor analysis

After deleting the items that are not consistent with the scale through component factor analysis, it was prudent to carry out reliability test again for all the remaining variables. The overall results of the study are summarized in Table 4.13. Because the Cronbach's alpha for each of the remaining 12 items was greater than 0.70 and the overall reliability of the items was 0.939, the questionnaire was deemed suitable for the research endeavor.

Table 4.10: Reliability after Factor Analysis

Cronbach's Alpha	N of Items
.939	12

Source: Research Data (2022)

4.8 Descriptive Statistics

Descriptive statistics analysis was performed on all variables after factor analysis on the remaining items. The study sought to establish the importance of factors influencing recruitment and selection of employees by County Government of Mombasa. The descriptive statistics performed include mean and standard deviation. For clear determination of the responses made to the research items, the mean, standard deviation and significance was as discussed below:

Table 4.11: *Descriptive Statistics*

	N	Mean	Std. Deviation
Expertise and competency of the Applicant	7	4.57	.535
Academic Qualifications of the Applicant	7	4.57	.535
Relevant Experience of the Applicant	7	3.86	1.069
Gender of the job applicant	7	3.86	1.464

One third gender rule requirement	7	3.71	1.254
Affordability of the applicant based on budgetary allocation	7	3.14	1.345
Regional Balancing	7	3.00	1.155
Demand and supply of the type of skill	7	2.86	1.574
Comparative costs of the different modes of recruitment and selection	7	2.57	1.134
Renumeration package demanded by the applicant	7	2.57	.976
Political party affiliation of the job candidate	7	2.43	.976
Personal Characteristics of the Applicant	7	2.29	1.113
Valid N (listwise)	7		

Source: Research Data (2022)

Findings in table 4.11 show that the mean score and standard deviation for items on factors influencing recruitment and selection by county public service board. It can also be observed that the standard deviation of the majority of the items ranged between 0.535 and 1.574. It could then be deduced that the responses on factors influencing recruitment and selection was not deviating much from the expected responses. Most respondents were in agreement that expertise and competency of the applicant (mean = 4.57, SD = 0. 535) and academic qualifications of the Applicant (mean = 4.57, SD = 0. 535) respectively were the most important factors influencing recruitment and selection. These findings lend credence to Sharmin's (2015) research, which found that managers in public and private universities had a strong desire to recruit and select staff based on the qualifications and expertise of applicants. These findings also corroborate the findings that Sharmin (2015) uncovered. According to Djabatey (2012), qualifications increase a person's level of competency, which in turn leads to improved organizational performance when an organization recruits personnel who are qualified to assume specific positions. Consequently, finding the most qualified individuals to fill open positions in an organization is essential for ensuring the organization's continued success in the present and the future (Walker, 2009).

The study also found that the majority of respondents agreed that the work experience of applicants was an important factor in recruitment and selection (mean = 3.86, SD = 1.069). This result was based on the fact that the study asked respondents to rate the importance of applicants' work experience. This finding lends support to a study that was conducted by Otoo, Assuming, and Agyei (2018). In their research, the authors state that work experience and interpersonal skills are the qualities that are identified the majority of the time. An applicant's level of technical skill can be evaluated based on their level of professional experience. As

shown by the mean and standard deviation of the findings of the study (mean = 3.86, SD = 1.464), the vast majority of those who participated in the survey held the opinion that the gender of the applicant was a significant factor that played a role in the process of recruitment and selection.

The majority of respondents (mean = 3.71, standard deviation = 1.254) also agreed that the one third gender rule requirement was a significant factor that influenced recruitment and selection. As depicted by the mean and standard deviation (mean = 3.14, SD = 1.345), which are shown in table 4.11, affordability of the applicant based on budgetary allocation was considered to be an important factor to consider. The findings of the study generated a mean and standard deviation of (Mean = 3.00, SD = 1.155), which relates to the concept of regional balance. This lends support to a study that was conducted by Momanyi and Kirimi (2019). That study came to the conclusion that regional balance has a positive and significant influence on recruitment of executive officers in the Kisii County government. This finding lends support to that conclusion. The mean and standard deviation of demand and supply for the type of skill was (Mean = 2.86, SD = 1.574). The relative costs of the various approaches to recruitment and selection had a mean of (Mean = 2.57, SD = 1.134), as shown in the table.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Using the study's stated objectives and hypotheses as guides, this section presents a synopsis of the research findings. It also includes a summary of the study's findings, as well as its recommendations and suggestions for future study.

5.1. Summary of Findings

The study set out to answer the question, "What factors are most significant in County Government of Mombasa's recruitment and selection of employees?" The research process involved the formation of a theoretical basis for this argument, followed by an evaluation of its veracity in the real world. Previous research was analyzed to identify any blank spots in understanding that could be filled by this study. For this research, we used a framework based on the Human Capital Theory and the Resource Based View Theory. In the third chapter, we discussed the methodology used in the research and how it contributed to the findings. In the book's fourth chapter, the research's findings are discussed. It is in this section that a summary of the research is presented, organized according to the questions asked. More discussion is given to the findings' implications and significance. Preliminary analyses based on descriptive statistics of the study data. In the following sections, we will talk at length about the study's most crucial findings.

5.2. Importance of Factors Influencing Recruitment and Selection of Employees

The purpose of the research was to identify the most significant aspects of employee recruitment and selection. Expertise, the Applicant's level of competency, and the Applicant's educational background were found to be the most significant factors in determining recruitment and selection. Additionally, the study highlighted the significance of applicants' prior work experience in the hiring process. An applicant's technical skills are best evaluated in light of their work experience. In the hiring process, the applicant's gender played a significant role.

5.3. Conclusion of the Study

The study was conducted to determine the importance of factors influencing employee recruitment and selection by the County Government of Mombasa. The presented conclusions are derived from the study's objective.

The previous chapter's findings revealed that the most important variables influencing recruitment and selection were, in descending order of importance, the applicant's academic qualifications, level of experience, and level of knowledge in the relevant field.

Furthermore, the research revealed that applicants' job experience is an important factor in the recruiting and selection process. The applicant's level of technical expertise can be determined by examining their work experience. The gender of the applicant was important in both the recruitment and selection processes. During the recruiting and selection process, the applicant's affordability in relation to the available funds in the budget was deemed to be an important factor to consider..

5.4 Recommendations

The study investigated the importance of factors impacting the County Government of Mombasa's recruitment and selection of staff. The following suggestions are derived from the study's findings:

When asked what factors most influenced the recruiting and selection process, the clear majority of respondents pointed to an applicant's degree of knowledge and proficiency and their academic qualifications..

5.5 Suggestions for further studies

This study provides several recommendations for future studies based on its findings. First, to confirm the results of this research, another study comparing employee recruitment and retention across countries could be conducted.

Moreover, the research should be conducted to examine the difficulties inherent in the selection and recruitment processes used by county governments.

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APPENDICIES

Appendix I: Letter of Transmittal

Ms. Nancy Amondi Omamo

Faculty of Business and Management Sciences

Department of Business Administration

University of Nairobi

Dear Respondent,

RE: REQUEST FOR PARTICIPATION IN A SURVEY

I am currently enrolled as a graduate student in the School of Business at the University of Nairobi, where I am pursuing a Master of Business Administration. I am undertaking a study on the Importance of Factors Affecting the Recruitment and Selection of Employees by the Mombasa County Public Service Board as part of the course requirements. You have been selected to take part in this research and are needed to supply data. Your information will be used purely for academic purposes, and your identity will be secured as much as possible.

I appreciate your cooperation.

Yours sincerely,

Nancy Amondi Omamo
REG. NO: D61/62016/2010

Appendix II: Questionnaire

This questionnaire has been developed to gather data on the importance of the factors influencing recruitment and selection by Mombasa County Public Service Board. Please complete the questionnaire as instructed.

Part I: BACKGROUND INFORMATION

1. Respondent's gender

   Male [ ] Female [ ]

2. Designation: _____

3. Years of service

   Below 5 [ ]   5 – 10 [ ]   11 – 15 [ ]   16 – 20 [ ]   Over 20 years [ ]

4. Highest level of education attained?

   Primary Certificate [ ] Secondary School Certificate [ ] Ordinary Diploma [ ] Higher National Diploma [ ] Bachelors Degree [ ] Master's Degree [ ] Postgraduate [ ] Professional certificate such as CPA, ACCA [ ]

   Any other? Please specify_____

Part B: Factors Influencing Recruitment and Selection by County Public Service Board

1. Factors represented by the statements in the matrix below influence recruitment and selection of employees at the Mombasa County Public Service Board to a lesser or greater extent. Please indicate the extent of each factor's influence on a five-point scale where 5 = to a very great extent; 4 = to a great extent; 3 = to a moderate extent; 2 = to a less extent and 1 = to a very less extent by placing a check (√) in the appropriate box next to each statement in the following matrix.

	Statements	5 To a very great extent	4 To a great extent	3 To a moderate extent	2 To a less extent	1 Not at all
RS1	Academic Qualifications of the Applicant					
RS2	Relevant Experience of the Applicant					
RS3	Personal Characteristics of the Applicant					

RS4	Expertise and competency of the Applicant					
RS5	Renumeration package demanded by the applicant					
RS6	Match between the culture of the applicant and the county government's culture					
RS7	Demand and supply of the type of skill					
RS8	Affordability of the applicant based on budgetary allocation					
RS9	One third gender rule requirement					
RS10	Planned growth in services by the county government					
RS11	Comparative costs of the different modes of recruitment and selection					
RS12	Regional Balancing					
RS13	Ethnic balancing					
RS14	Political party affiliation of the job candidate					
RS15	Gender of the job applicant					

Any other? Please specify

_____
_____
_____

Thank You.