EMPLOYEE HIRING PROCESS, ORGANIZATIONAL CULTURE AND QUALITY SERVICE DELIVERY IN KAJIADO COUNTY GOVERNMENT, KENYA

BY

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DECLARATION

Declaration by the Candidate

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This thesis is dedicated to my little girls Ariel Ninantei and Victoria Naitoria, and Mr. Levi Parsankul who have always been a constant source of support throughout this period.

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ABSTRACT

In Kenya, devolution aimed to enhance service delivery to citizens. However, service delivery remains poor despite devolving services to counties, leading to deteriorating county performance and growth rates. A government audit report highlighted that poor hiring processes can lead to overstaffing, which in turn causes inefficiency and poor service delivery. Thus, the general objective of this study is to determine the moderating effect of organizational culture on the relationship between employees hiring process and quality service delivery in Kajiado County. The specific objectives were to; establish effects of recruitment on quality service delivery, effect of selection process on quality service delivery, effect of induction training quality service delivery and effect of placement on service delivery in Kajiado County Government. Also, to determine the moderating effect of organizational culture on the relationship between employees hiring process and effective service delivery. The study was anchored by human capital theory, resource-based view and Denison organization culture. The study used explanatory research design. The study targeted 862 employees and a sample size of 356 respondents (customers and employees) which were stratified into 11 departments of the Kajiado county. Simple random sampling techniques was used to select employees and customers from each stratum. Data was collected using questionnaires. Validity and reliability of the instruments was done using Cronbach alpha and factor analysis respectively. Descriptive and inferential statistics was used to analyze data and the results are presented in form of tables. Multiple regressions and A hierarchical step-wise regression were used to test the hypotheses. The hypothesis testing results indicate that recruitment ($\beta = 0.323$, $\rho = 0.000$), induction training ($\beta = 0.299$, $\rho = 0.000$), and employee placement ($\beta = 0.234$, $\rho = 0.009$) significantly influence quality service delivery in Kajiado County. However, the selection process ($\beta = -0.078$, $\rho = 0.236$) does not show a significant effect. Hierarchical regression analysis further reveals that organizational culture moderates the relationship between recruitment and service delivery ($\beta = 0.13$, $R^2\Delta = 0.01$, $\rho < 0.05$) as well as selection and service delivery ($\beta = -0.27$, $R^2\Delta = 0.02$, $\rho < 0.05$), though it does not significantly moderate the effects of induction training or employee placement. These findings underscore the role of organizational culture in shaping recruitment and selection outcomes. The study recommends maintaining transparency in recruitment, refining recruitment messaging to attract quality candidates, and training selection panels to uphold fairness and diversity. Additionally, policies should emphasize merit-based placements, effective induction training, and fostering a positive organizational culture to enhance employee satisfaction and overall performance. Future research should examine additional hiring factors and expand to other regions for broader insights.

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OPERATIONAL DEFINITION OF TERMS

Employee Hiring define as the strategic decision in the acquisition of new human capital for the organization. The study used this to portray the type of hiring processes counties used mostly.

Induction/Orientation The process of integrating a new hire into a company is known as orientation or induction. In this case, it entails introducing the work atmosphere and procedures to a new officer.

Organizational Culture refers to shared beliefs and values instilled by leaders and communicated and reinforced through various methods, ultimately shaping employees' perceptions, behaviors, and understanding as the standard way of executing duties in an organization.

Recruitment entails a series of actions taken by a company to draw applicants who possess the abilities and dispositions needed to support the company in achieving its goals.

Selection is the process of selecting workers from a pool of candidates who meet the requirements of the company and the job's characteristics and qualities

Service delivery Any relationship with public administration in which clients—citizens, residents, or businesses—look for or supply information, handle their affairs, or carry out their duties is considered to be in the public service. These

services must to be provided in a way that is efficient, dependable, consistent, and pleasant to customers. The study assesses the efficacy of the counties' hiring practices for employees through service delivery.

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ABBREVIATIONS AND ACRONYMS

CIPD	Chartered Institute of Personnel and Development
CPSB	County Public Service Board
ESQ	External Service Quality
HR	Human Resource
HRM	Human resource management
ISQ	Internal Service Quality
ISQB	Internal Service Quality Battery
IT	Information Technology
PLS	Partial Least Square
PSQ	Perceived Service Quality
RVB	Resource Based View
SEM	Structural Equation Modeling
SHRM	Strategic human resource management
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
SQ	Service Quality
U.S	United States
UAE	United Arab Emirates
UK	United Kingdom

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter presents the background of the study, the statement of the problem, the objectives of the study, the significance of the study, and the scope and limitations of the study.

1.1 Background of the Study

Delivering high-quality public services should be done with honesty, with the needs of the public in mind, and with sensitivity to those needs—especially those of the most vulnerable. It ought to encourage more openness and give regular people the ability to voice their wants and preferences as well as evaluate the effectiveness, sufficiency, and quality of basic services (Engdaw, 2019). This study looks into the root cause of the poor service delivery in Kajiado county, providing services that are in line with citizen desires and at the lowest possible cost while keeping a certain level of quality is known as public service delivery. Delivering high-quality services requires striking a balance between the services that customers expect and those that are actually rendered, as well as concentrating on initiatives and activities that satisfy their wants and requirements. Expected and perceived services are the main determinants of service quality (Astuti & Lanin, 2020). Several previous studies have emphasized the benefits of providing high-quality services, including enhanced customer satisfaction and loyalty (Alauddin, Ahsan, Mowla, Islam, & Hosain, 2019) and improved organizational performance (Becerril-Arreola, Zhou, Srinivasan, & Seldin, 2017). As a result, evaluating the factors that influence the provision of high-quality services is crucial.

Activities related to human resource management (HRM) are essential to an organization's development and prosperity. Of all these tasks, recruitment and selection (RS) are particularly important since they have a big influence on how well services are provided in any given firm. In addition to guaranteeing the hiring of qualified personnel, effective RS offers a competitive edge by fostering innovation and ongoing efficiency in service delivery. Effective management of recruiting and selection procedures improves service delivery and organizational efficiency by taking human characteristics into account (Fathmath et al., 2021).

For human resource managers and entire organizations, recruitment and selection are crucial strategies for finding and keeping the proper candidates (O'Brien, 2012). Murage (2018) made the argument that unethical discrimination in the workplace might lead to the denial of appropriate job opportunities to eligible workers. He also stressed how important it is for the recruitment and selection process to work well since it directly affects the organization's ability to provide high-quality services. According to Rahmany (2018), recruiting and selection procedures are essential for providing high-quality services in the public sector because they guarantee that the proper personnel joins the company, assisting it in achieving its short- and long-term goals.

Studies have shown a connection between recruiting employees and providing high-quality services both locally and globally. For example, Lockwood and Ansari (2011) noted that in the United States, employing advertising to promote recruiting and retention techniques and procedures for IT specialists in the country results in high-quality service delivery. Stewart and Brown (2019) found that induction training, which acclimates new hires to their roles, coworkers, and the organizational culture, is linked to excellent service delivery in the UK public sector during the recruiting process. The

placement process, which focuses on carefully fitting new hires into roles meant to improve quality service delivery, acts as the last stage of staffing or hiring in the public sectors of several European countries (Sarinah, Gultom, & Thabah, 2016).

Ekwoaba, Ugochukwu, and Ndubuisi (2015) showed that selection criteria had a major impact on the provision of high-quality services regionally in Nigeria. Similar to this, Apollo (2014) found that low-quality service delivery is caused by inadequate human resource planning, inefficient job analysis, incompetence on hiring panels, and high recruitment and selection costs. By exposing new hires to organizational culture throughout the hiring process, orientation programs help individuals fit in and adjust to their responsibilities, which improves the quality of services provided by the Nigerian public sector (Marijani, Nchimbi, & Omary, 2018). Alberta (2012) discovered that induction training promotes employment dedication and satisfaction in Ghana, which enhances the provision of high-quality services overall. A study on personnel hiring and selection procedures in the Ashanti Region's construction industry was carried out by Mavis (2014), and the results showed a connection between the performance of the firms and these procedures. Heynes (2015) found a favorable correlation between hiring and selection practices for new employees and the provision of high-quality services as a performance measure in the South African public sector, specifically in the Department of Economic Development and Tourism under the Provincial Government of Cape Town. Mufu (2015) established a connection between high-quality service delivery in Cameroon and applicant selection based on fit personality and competencies. According to Karia, Omari, Mwanaongoro, and Ondieki (2016), the organization in Tanzania sustained major losses as a result of unfair hiring and selecting procedures.

The necessity of providing new hires with formal training to improve the quality of their service delivery is underscored by Mugo and Guyo's (2018) findings, which showed significant enhancements in performance among workers throughout as well as following induction training. On the other hand, according to Kebenei (2014), many public institutions perform induction training only as a formality to satisfy recruitment standards, which prevents them from providing high-quality services. According to Onyango (2015), Kisumu County faces challenges in providing high-quality services because of a hiring procedure that is tainted by political influence, corruption, a lack of accountability and transparency, low citizen participation, and an inadequate human resource strategy. These issues are compounded by subpar planning, monitoring, and evaluation. Similarly, Lankeu and Maket (2012) discovered that corruption, inefficiency, and a lack of transparency have long plagued Kenya's public service employment process. Mukabi, Barasa, and Chepng'eno (2015) found in a study on devolved government that counties with subpar hiring practices deal with problems such overstaffing, duplication of work, and internal political supremacy struggles, all of which lead to subpar service delivery.

Nevertheless, there is a dearth of empirical data, in both developed and developing contexts, connecting the recruiting process as an HRM practice to high-quality service delivery. According to Goldfinch et al. (2012), there is insufficient proof in the current research to link hiring practices in civil service organizations to the production of public goods. By analyzing the effect of the recruiting process on the provision of high-quality services in Kajiado County, Kenya, this study seeks to close this gap. Furthermore, the significance of corporate culture has frequently been disregarded in earlier research. Sihite et al. (2020) assert that incorporating organizational culture into HR procedures can stabilize the hiring process, give social control over behavior and beliefs, and match

organizational behavior with management's goals. Contemporary circumstances have a major impact on how employees interact with one another, which in turn has an impact on the organizational culture of the company. Zhamkova and Babeshkova (2021) point out that the stability of the fundamental beliefs held by the workforce is significantly impacted by the individual traits of employees, notably their value orientations. Therefore, this study investigated the moderating effect of organizational culture on the relationship between the employee hiring process and quality service delivery in Kajiado County, Kenya.

1.1.1 Hiring Process in County governments in Kenya

The Centralized System Government headquarters in Kenya has decentralized HR services to the 47 counties specified on the First Schedule of the Government of Kenya, 2010, according to the country's present governmental structure. These Counties have each created County Governments, consisting of County Assemblies and County Executives, who have the corresponding state powers of legislative (forming laws) and executive (carrying out policies). Numerous difficulties have surfaced with the transition of human resource management for devolved activities in January 2014.When hiring county employees, these obstacles include victimization, cronyism, nepotism, tribalism, and patronage. According to the 2015 Transition Authority Report, these problems stem from the county governments' unethical HR practices, particularly in the hiring and selection procedures.

It is possible that prior research carried out in diverse settings with varying legal and institutional frameworks will not sufficiently support an assessment of the HRM function of County Public Service Boards (CPSBs). This restriction has made it more difficult to gauge how well CPSBs are doing their HRM duties to guarantee that public

employees can provide high-quality services. In order to close this gap, the current study attempts to demonstrate how HRM practices in the hiring process relate to the accomplishment of the devolution's goals, which include fostering social and economic development and guaranteeing the availability of easily accessible services across Kenya, as stated in the 2010 Kenyan Constitution.

Mugambi & Theuri (2014) identified various challenges in human resource management across counties in Kajiado, Kenya, including the lack of a county strategic human resource policy, undeveloped legislations and institutional frameworks, and weak departmental coordination. Kajiado County, being a devolved unit with ethnic diversity and a cosmopolitan nature, was selected as the focus of this study. According to the National Cohesion and Integration Commission report (Nov. 2015- August 2016), presented by Kaparo (2016), 97% of county employees were from the tribes of CPSB members, including those in Kajiado, Kenya. Additionally, the report highlighted that only 15% of counties in Kenya have adhered to employment laws. These findings underscore the need for a comprehensive examination of the hiring process and HRM practices in counties, particularly in Kajiado, Kenya, to ensure fairness, transparency, and adherence to legal frameworks

1.2 Statement of the Problem

Specifically, Kajiado county has been identified as the area of study because of poor service delivery, identified root causes of inefficiencies, assess the impact on residents, and develop targeted solutions. The 47 counties have unique challenges influenced by governance, resource allocation, infrastructure, and local leadership challenges. By doing a study in Kajiado county, the target population (employee and the customer) benefits by understanding these factors, the study recommending policy improvements,

enhancing accountability and ensuring better service provision tailored to the county's specific needs as it brings a unique knowledge of blending the culture of the county in the hiring process to enhance service quality.

The government audit report for 2014–2015 states that Kajiado County had overstaffing, with a rate of 7% compared to the 4% national average. The effectiveness and efficiency of the county's service delivery are impacted by this overstaffing. Quality service delivery has emerged as a crucial metric for gauging customer satisfaction in many businesses, and it has played a major role in the growth and restructuring of these entities as well as in determining their futures in the areas of politics, economics, society, ecology, and the environment (Kalava, 2016). In Kenya, the goal of devolution was to improve citizen service delivery. Service delivery is still inadequate, nonetheless, even with the decentralization of services to counties (Kerubo & Muturi, 2019). Kenyan counties have faced enormous difficulties in putting their plans into practice and creating the conditions required for these plans to succeed, mostly as a result of a shortage of knowledgeable and competent workers. As a result, county performance has declined, as evidenced by the growth rate dropping from 7% in 2009 to 5.8% in 2016 (Auditor General, 2019). This is a cause of concern on the employee hiring process. The auditor general report of 2018/2019 on county executive hiring in Kajiado county shows irregularity on hiring process especially on engagement of casuals and the contradiction of recruitment between the management of the county and the CPSB.

Further the auditor general report of 2021/2022 outlined how the county failed on appointment of the water board in Kajiado county that led to audit queries relating to hiring processes. The motivation for the study stems from the need to evaluate the role

of CPSB and human resource departments in recruiting, selecting, inducting and placement of employees on Service Delivery.

Given the circumstances outlined above, it's evident that the quality of service delivery by county governments is sluggish. Hiring the wrong candidate or failing to anticipate a suitable candidate can be extremely costly and may result in poor service delivery. This underscores the critical importance of effective and strategic hiring processes within county governments to ensure that qualified and competent individuals are selected for key roles. Failure to do so not only impacts the efficiency and effectiveness of service delivery but also has broader implications for the socio-economic development and well-being of the communities served by these governments. This study aimed to assess the hiring process in Kajiado County government and its impact on the quality of service delivery. It is noted that the lack of a good governance policy, stemming from poor hiring processes, results in weak county performance. This, in turn, contributes to low public goodwill, characterized by strained citizen-government relations across counties in Kenya, along with issues related to ethnicity and inadequate public participation (Chukwu & Igwe, 2012). Despite the inauguration of County Public Service Boards in county governments in 2013, there has been a surprising lack of empirical evaluation of their HR hiring processes in achieving the quality objectives of devolved government. This gap in research highlights the need for a comprehensive examination of the hiring practices within county governments, particularly in Kajiado County, to understand their effectiveness in promoting quality service delivery and fostering positive citizen-government relations. To fill this research, gap this study established how hiring practices as predictors of quality in the public services delivered, and how it influences service delivery by Kajiado County Government in Kenya.

Further, the issue of the interrelation between the hiring process, organization culture and service delivery are not brought out clearly as far as the variables under investigation are concerned. Organizational culture moderates the link between hiring practices and service quality by ensuring alignment with strategic goals. Mazumder et al. (2020) highlight that effective recruitment and selection are crucial in an increasingly complex business environment. A strong culture promotes transparency, fairness, and merit-based hiring, enhancing service quality by attracting competent employees. Conversely, misalignment can lead to poor performance and high turnover, negatively affecting service delivery. Thus, integrating culture into hiring decisions optimizes workforce quality and organizational effectiveness. However, the empirical studies have not adequately addressed the moderation influence. The current study filled the research gaps by establishing the empirical link between hiring process and Service delivery as moderated by organization culture.

1.3 General Objective of the Study

The general objective of this study is to determine the moderating effect of organizational culture on the relationship between employees hiring process and quality service delivery in Kajiado County.

1.3.1 Specific Objectives

The following are specific objectives of the study:

1. To establish the effect of recruitment process on quality service delivery in Kajiado County
2. To establish the effect of selection process on quality service delivery in Kajiado County

3. To determine the effect of induction training on quality service delivery in Kajiado County.
4. To establish the influence of employee placement on quality service delivery in Kajiado County
5. a) To determine the moderating effect of organizational culture on the relationship between recruitment process and quality service delivery in Kajiado County
   b) To determine the moderating effect of organizational culture on the relationship between selection process and quality service delivery in Kajiado County
   b) To determine the moderating effect of organizational culture on the relationship between induction training and quality service delivery in Kajiado County
   c) To determine the moderating effect of organizational culture on the relationship between employee placement and quality service delivery in Kajiado County

1.4 Research Hypotheses

The following research hypotheses were tested in the study:

H_{O1}: There is no significant effect of recruitment process on quality service delivery in Kajiado County.

H_{O2}: There is no significant influence of selection process on quality service delivery in Kajiado County.

H_{O3}: There is no significant effect of induction training on quality service delivery in Kajiado County.

H_{O4}: Employee placement has no significant influence on quality service delivery in Kajiado County

H_{O5a}: There is no significant moderating effect of organizational culture on the relationship between recruitment process and quality service delivery in Kajiado County

H_{O5b}: There is no significant moderating effect of organizational culture on the relationship between selection process and quality service delivery in Kajiado County

H_{O5c}: There is no significant moderating effect of organizational culture on the relationship between induction training and quality service delivery in Kajiado County

H_{O5d}: There is no significant moderating effect of organizational culture on the relationship between employee placement and quality service delivery in Kajiado County

1.5 Significance of the Study

Understanding how organizational culture influences the relationship between the hiring process and service delivery is crucial for HR managers. It can inform them on how to shape and align organizational culture with recruitment practices to enhance service quality. Insights gained from the study can guide HR managers in implementing effective hiring strategies that resonate with the prevailing organizational culture, leading to improved service delivery.

For HR practitioners involved in recruitment and selection processes, the study provides valuable insights into the importance of organizational culture. It underscores the need to consider cultural fit and alignment during hiring decisions to foster a conducive work environment and promote service excellence. By understanding the moderating role of organizational culture, HR practitioners can tailor their recruitment practices to ensure they support and reinforce the desired cultural values within the organization.

Policymakers and government officials responsible for shaping HR policies at the county level can benefit from the study's findings. It highlights the importance of integrating considerations of organizational culture into HR policies and practices. Policymakers can use these insights to develop guidelines and regulations that encourage the adoption of culturally aligned hiring processes, ultimately contributing to improved service delivery outcomes.

Stakeholders, including citizens, community groups, and advocacy organizations, have a vested interest in the quality of services provided by county governments. By understanding the moderating effect of organizational culture on the hiring-service delivery relationship, stakeholders can advocate for practices that prioritize cultural compatibility in recruitment processes. This can lead to greater transparency, accountability, and responsiveness in service delivery, meeting the needs and expectations of the community.

Academic researchers and scholars in the fields of HR management, organizational behavior, and public administration can leverage the study's findings to advance theoretical understanding and contribute to the existing body of knowledge. The study provides a valuable empirical examination of the interplay between organizational culture, hiring processes, and service delivery in a specific context, offering insights that can inform future research and theoretical frameworks.

1.6 Scope of the Study

This study was carried out in Kajiado County Government. The study sought to determine the moderating effect of organizational culture on the relationship between employees hiring process and service delivery in Kajiado County. This was achieved by establishing how the recruitment, selection, induction and placement influence the

service delivery. The respondents was the employees working in devolved functions departments in Kajiado County as well as the customers. The study was anchored by human capital theory, resource-based view theory and Denison organization culture model as well as SERVQUAL model. The study used explanatory research design. The study targeted 862 employees and a sample size of 89 respondents and customers respectively which was selected using stratified and simple random sampling techniques. This data was collected using questionnaires. The study was carried out between June and September 2023.

CHAPTER TWO

LITERATURE REVIEW

2.0 Overview

This chapter presented an overview of service delivery, review of related studies with respect to study objectives, theoretical framework conceptual framework and summary. This information was aimed at addressing the missing gaps.

2.1 Concept of Quality Service Delivery

At a basic level Service quality is essentially a customer's evaluation comparing what they expected from a service and what the service provider actually delivered (Grönroos, 1984; Parasuraman et al., 1985). Later, Parasuraman, Zeithaml, and Berry (1988) defined service quality as a type of attitude-related pleasure that results from a comparison of expectations and performance. According to Zeithaml et al. (2008), customers assess service quality using a variety of contextually relevant characteristics rather than a single one. According to Iqbal et al. (2018), the first impression of service quality (SQ) refers to the way a service organization provides services to its clients. The person who receives the service is the ultimate client, hence it is crucial to take this into account. An entity serves two primary categories of clientele: external stakeholders, also known as clients, and internal stakeholders, also known as employees. As such, there are two levels of service quality that can be distinguished: internal service quality (ISQ) and external service quality (ESQ).

Within this framework, Latif et al. (2016) distinguished between two types of service quality: external service quality (ESQ) and internal service quality (ISQ). They distinguished between two types of service quality: internal service quality (ISQ) and external service quality (ESQ). ISQ is the quality of services that employees provide to

their colleagues from various organizational units within the same organization. Two methods for evaluating service quality have been discovered in the literature by Dauda et al. (2013): the inside-out approach, which concentrates on internal customers (employees), and the outside-in approach, which concentrates on external consumers.

Additionally, Ahmed et al. (2011) divided service quality into two categories: perceived service quality (PSQ), which refers to customers' opinions of the services they receive, and ISQ, which represents employees' attitudes toward their work, coworkers, and the organization. For the purposes of this study, ESQ and PSQ are interchangeable. Modified items from the SERVQUAL scale (Parasuraman et al., 1988) with five dimensions (assurance, reliability, empathy, responsiveness, and tangibles) have been used in previous investigations. These parameters are adjusted by the Internal Service Quality Battery (ISQB), a modified version of SERVQUAL, to represent services rendered by colleagues within the company (Fadil et al., 2016). SERVQUAL has been shown to be an excellent tool for measuring ISQ, according to Kang et al. (2002)..

Five dimensions—tangibility, reliability, assurance, responsiveness, and empathy—have been identified as indicators of service quality, according to the groundbreaking research of Parasuraman et al. (1985).

The physical characteristics of buildings, machinery, employees, and communication materials are referred to as tangibles (Santos, 2002). Customers, especially new ones, use tangibles to assess service quality since they offer physical representations or photographs of the product. Service companies frequently use tangibles to communicate quality to clients, maintain continuity, and improve their brand. The capacity of service companies to deliver the promised service precisely and consistently is covered by the reliability dimension of service quality. This dimension measures an

organization's performance's reliability and consistency (Rodriguez, et al., 2011). Wilson, et al., (2008) define reliability as the ability of the organization to continuously fulfill its commitments to provide services, solve problems, and deliver on its promises.

Assisting clients and offering timely service are examples of responsiveness (Jamal & Anastasiadou, 2009). Wilson et al. (2008) assert that an organization should see the delivery of services and request handling from the customer's point of view, not its own. By focusing on the needs of the customer, the company may make sure that their expectations for promptness and attentiveness are met or exceeded.

The assurance dimension of service quality encompasses the competence of the organization, the courtesy it extends to its customers, and the security of its operations (Bateson & Hoffman, 2011). Jamal and Anastasiadou (2009) describe assurance as the knowledge and courtesy of employees, along with the ability of the organization and its staff to inspire trust and confidence.

Empathy, as defined by Jamal and Anastasiadou (2009), involves the caring and individualized attention that the organization provides to its customers. Bateson and Hoffman (2011) further explain empathy as the ability to understand and share another's feelings. Wilson et al. (2008) emphasize that the essence of empathy is conveying to customers, through personalized or customized service, that they are unique and special, and that their needs are comprehensively understood.

Responsiveness involves the ingress to assist customers and provide prompt service (Jamal & Anastasiadou, 2009). Organizations must approach service delivery and request handling from the customer’s perspective rather than their own. The SERVQUAL model, developed by Parasuraman et al. (1985), is a widely recognized tool in the field of services marketing, used by researchers to measure consumers'

expectations and perceptions of service quality (Grönroos, 2000; Boshoff & du Plessis, 2009; Palmer, 2011). This model comprises 22 statements focused on expectations and performance, which represent the five dimensions of service quality (Zeithaml, Parasuraman & Berry, 1990). SERVQUAL identifies five gaps where discrepancies may exist between expected and actual service delivery (Palmer, 2011). The model posits that the larger the gap where performance exceeds expectations, the greater the service quality shortfall (Crick & Spencer, 2011).

A corporate performance management system is intended to detect, enhance, measure, evaluate, improve, and recognize employee performance, according to Mathis et al. (2006). Performance is not limited to the result of an action; it also involves the way the action is carried out. Performance is described by Adebola (2017) as a conglomeration of work actions that combine knowledge and abilities to generate worthwhile outcomes. Robbins (2006) proposes six metrics: quality, quantity, effectiveness, independence, and punctuality—that are used to gauge the performance of individual employees. According to Angahar (2013), the goal of local government-level service and good delivery is to raise the general public's standard of living. This point of view is reinforced by Bolatito and Ibrahim (2014), who claim that a government's ability to function depends on its ability to provide social infrastructure and basic amenities to its constituents at the local level. Any government's or organization's performance is evaluated according to the kind and caliber of services it provides to its constituents. For example, in Kenya, the public service board is vital to the efficient provision of public services, which are necessary for the state and its economy to function.

According to Angahar (2013), raising the general public's standard of living is the purpose of local government-level service and good delivery. This viewpoint is reinforced by Bolatito and Ibrahim (2014), who claim that a government's ability to function depends on its ability to provide social infrastructure and basic amenities to grassroots communities. Any government's or organization's performance is assessed according to the caliber and extent of services provided to its constituents. In Kenya, the public service board is vital to the efficient provision of public services, which are necessary for the state's operation and financial stability.

2.2 Concept of Hiring Process

In order to avoid making expensive hiring errors caused by selecting candidates who are not a good fit, the hiring process is structured to identify people who possess exceptional qualities and abilities. Hiring the incorrect individual can result in huge costs beyond salary and incentives, according to Abbas et al. (2021), as unsuitable staff may adopt damaging judgments and behaviors. As a result, both the company's overall success and efficient human resource management depend on the hiring process. In a similar vein, Dany and Torchy (2017) define hiring as a process that goes beyond simply choosing the best applicant and instead involves choosing people who are most qualified to occupy positions inside a company. It entails striking a balance between the needs of the business and what the applicant can and wants to perform. According to Brown, McManus, Davison, Gill, and Lilford (2019), selecting the correct staff is essential for three main reasons: cost control, performance, and adherence to legal requirements.

The HR hiring process involves discovering, selecting, and hiring the best-qualified candidates, whether from within or outside the organization, to fill job vacancies

(Anwar & Surarchith, 2015). This process is a series of activities aimed at attracting job applicants who possess the necessary skills to help the organization achieve its objectives and goals (Othman et al., 2019). According to Khan and Abdullah (2019), the recruitment process encompasses examining job requirements, attracting candidates to the position, screening and selecting applicants, making hiring decisions, and integrating the new employee into the organization.

Finding, evaluating, and employing the most competent applicants—from inside or outside the company—to fill open positions is the goal of the HR hiring process (Anwar & Surarchith, 2015). The purpose of this process is to draw in job candidates with the qualifications needed to support the company in achieving its goals and objectives (Othman et al., 2019). Khan and Abdullah (2019) state that the hiring process includes reviewing job criteria, luring candidates to the role, vetting and shortlisting prospects, making hiring decisions, and acclimating the new hire to the company.

Abbasi, et al., (2020) posit that recruitment functions as a conduit for attracting diverse and appealing candidates seeking suitable employment opportunities. This process offers the business a means of gaining a competitive advantage in the ever-evolving industry, in addition to aiding in the development of a talent pool. Geetha and Bhanu (2018) provide more evidence to support this theory, arguing that in a world of fiercer international competition and quickly evolving business landscapes, a company's ability to draw in and hold on to top talent—whose contributions significantly enhance the organization's value—is the primary factor in determining its success.

2.3 Concept of Organization Culture

Organization culture is characterized as a collective understanding held by members that distinguishes one organization from others (Saragih & Saluy, 2022). It represents

the firm's ability to achieve its goals and objectives efficiently and skillfully using available resources (AlShehhi et al., 2021), encompassing values, assumptions, interpretations, and practices within the organization (Opoku, Hongqin, & Aram, 2022). Pallathadka (2020) defines organizational culture as involving expectations and leadership, whereby emerging leaders significantly influence organizational dynamics. Similarly, Marampa, Khananda, & Anggraeni (2021) describe organizational culture as a combination of values, beliefs, and behavioral patterns that form the core of the organization's identity, profoundly influencing employee behavior.

Through the advancement of frameworks and theories in line with strategic management, organizational culture plays a critical function in fostering connections with the administrative aspect in order to obtain superior financial outcomes (Kirkman et al., 2016). Cameron and Quinn (2006) claim that organizational culture is a critical differentiator for successful organizations, and that an organization's performance improves in proportion to its level of cultural strength (Oberföll et al., 2018).

Organizational culture has been assessed through various dimensions by different scholars. For instance, Saragih and Saluy (2022) utilized four indicators of organizational culture, including innovation and risk-taking, attention to details, result orientation, and aggressiveness. Tulcanaza-Prieto, Aguilar-Rodríguez, and Artieda (2021) employed dimensions established by Denison (1990), namely involvement, adaptability, consistency, and mission, to measure organizational culture. AlShehhi et al. (2021) utilized the most recurrent dimensions of organizational culture found in several studies, such as goals achievement, adaptive orientation, team spirit, capability and innovation-supportive orientation, coordination and integration, and quality achievement and reward. According to Denison, Haaland, and Goelzer (2003),

organizational cultural theory is based on four main principles: consistency, engagement, flexibility, and mission.

2.4 Theoretical Review

The study was framed within the theoretical perspectives of Human Capital Theory and the Resource-Based View Theory, which provided suitable frameworks for understanding the connection between hiring practices and service delivery. While various models exist within the realm of Human Resource Management (HRM), such as the Harvard Framework of HRM, the Dave Ulrich HR Model, the 8-box model by Paul Boselie, and the Warwick Model, among others, the current study specifically employed the Dennison model of organizational culture and the SERVQUAL model. These theoretical frameworks were chosen to guide the study's exploration of organizational culture and its impact on service delivery. The Dennison model offers insights into the various dimensions of organizational culture, while the SERVQUAL model provides a structured approach to evaluating service quality from the perspective of customers. By integrating these models, the study aimed to gain a comprehensive understanding of how hiring practices influence organizational culture and, in turn, affect service delivery.

2.4.1 Human Capital Theory

The Human Capital Theory, put forth by Becker in 1964, served as a useful foundation for the study in order to clarify the connection between HRM practices and service delivery. This theory believes that people's intrinsic skills, dispositions, and inner drive are all included in their human capital. It highlights the value of intellectual capital, which is derived from people's creation, retention, and application of knowledge and abilities. Furthermore, interactions between people inside an organization can result in

the creation of organizational capital. Attracting, keeping, and growing human capital is the main goal of HRM from the standpoint of Human Capital Theory (Amstrong, 2001). This includes tactics used to maximize the application of workers' abilities and expertise to improve organizational performance and accomplish service delivery.

According to this notion, each person has innate skills, traits, and vitality that together make up their human capital at work (Armstrong, 2006). Individuals' significant contribution to organizational success and competitive advantage is highlighted by acknowledging their collective skills, abilities, and experiences as well as their ability to use these attributes in the best interests of their employing organizations (Armstrong & Baron, 2002). Human capital theory views people as assets, and it believes that making investments in their growth will pay off handsomely. This study is especially relevant to the theory of human capital, which emphasizes the idea that workers have the knowledge, skills, and talents required to provide high-quality public services. When public employees are employed by the County Public Service, they add to the organization's human capital pool. As a result, this framework clarifies the connection between the chosen HRM practices and service delivery results, offering a relevant foundation for comprehending them. Furthermore, in the context of HRM, the theory of human capital states that an organization's amount of human capital affects company performance (Becker, 1964; Hitt et al., 2001).

According to Delery (1998), a company's ability to compete is derived not so much from the HR procedures it follows, but rather from the people resources it draws in and keeps. This research adopts Human Capital Theory (HCT) as an appropriate philosophical framework for interpreting the relationship between hiring, selection, training, placement practices, and service delivery within Kenyan county governments,

building on the successful application of HCT in earlier HRM studies. Human Capital Theory emphasizes how crucial it is to interview candidates to make sure the chosen candidates are the best fit for organizational roles—that is, candidates with the knowledge, expertise, aptitude, and disposition required to meet organizational goals. Interviews help companies find workers who are qualified to carry out their goals and objectives (Houghton, 2017). Armstrong (2009) highlights that people are integral to the creation, maintenance, and application of knowledge and skills, which in turn improves human capital and generates intellectual capital for businesses.

Human capital theory has been criticized for hiding the real conflict of interest between labor and capital and for effectively turning people into pseudo-capitalists by blaming organizational failures to specific employees. Its detractors contend that it serves as a kind of rational-exchange theory. According to Torrington (2008), human capital is a source of competitive advantage that is unaffected by outside forces. It is the combined experience and intelligence of employees. Despite these criticisms, Human Capital Theory remains relevant and vital to this study. It acknowledges the stock of knowledge and attributes that workers possess, which directly contribute to their productivity. This perspective encourages consideration of various characteristics such as quality, training, and attitudes toward work as integral components of human investment within organizations.

2.4.2 Resource Based View Theory

Penrose (1959) introduced the Resource-Based View (RBV), which provides an additional framework for analyzing the connection between service delivery and the recruiting process. According to RBV, companies must constantly evaluate their workforce to make sure they have the right people with the necessary abilities if they

want to keep a competitive advantage (Barney, 2001). According to Peteraf and Bergen (2003), the core principle of the resource-based theory is that businesses compete on the basis of their distinct resources and competencies. As a result, firms can make up for any shortcomings in their resources by utilizing effective recruiting, selection, induction training, and placement procedures.

Companies that are good at creating a human capital advantage usually concentrate on finding, choosing, developing, and efficiently overseeing the work of outstanding people (Boxall, 1998). The Resource-Based View (RBV) has become more popular among scholars as a means of examining how HR policies affect organizational performance (Wright, Dunford, & Snell, 2001). Organizations frequently find that hiring the right applicant directly is more cost-effective than investing in their training and development, as stated by Boxall & Purcell (2008). This study finds that RBV is a suitable framework for examining the relationship between hiring, selection, induction training, placement procedures, and the caliber of service provided by county governments. It builds on earlier applications of RBV in HRM.

Moreover, this approach promotes proactive recruitment and selection practices when employing new employees by businesses looking to obtain a competitive edge (Holtbrügge et al., 2010). It acknowledges that the quality of employee connections and workforce competency inside an organization determines its strengths and limitations. Numerous academics that stress the value of companies keeping their skilled workforce on board for long-term viability have reiterated this idea (Özçelik et al., 2016).

The idea that resource-based theory is static has been a common criticism leveled at it. As per Makadok (2001), the theory fails to consider the influence of organizational activities on the effectiveness of resources in the long run. Priem and Butler (2001)

pointed out still another important problem: resource-based theory's exogenous conception of value. They concluded that the theory, which is self-verifying, has not done anything to explain or predict competitive advantage and cannot be empirically tested. This objection is met with the argument that organizations need to do more than just own resources; they also need to use them effectively.

Furthermore, addressing concerns about the static nature of resource-based theory can involve the inclusion of dynamic capabilities as a resource. This expansion allows for a focus on dynamic capabilities that help navigate the effects of resources in turbulent environments. Secondly, defining resources in terms of exogenous variables separate from the dependent variables of interest, such as valuable, rare, and imperfectly imitable resources, can provide clarity (Lockett & Thompson, 2001).

Thirdly, research can decouple the direct link between resources and outcomes by describing the organizational processes used to exploit resources (Barney & Clark, 2007). In essence, resource-based theory underscores the importance of having the right people with the right skills in the right place, a concept central to recruitment, selection, induction training, and placement practices, making it highly relevant to this study.

2.4.3 SERVQUAL Model

One popular method for determining what customers expect and believe about the quality of the services they receive is the SERVQUAL model, which was developed by Parasuraman et al. (1985) (Palmer, 2011). The basis of this model, which was created by Zeithmal, Berry, and Parasuraman in 1985, is the perception of service quality along five major dimensions: tangibility, assurance, responsiveness, empathy, and reliability. The capacity to accurately and consistently provide the promised service is referred to

as reliability. Conversely, assurance refers to the expertise and civility exhibited by staff members as well as their ability to inspire clients' confidence.

The physical surroundings, which serve as a tangible representation of the service providers' concern and attention to detail, are included in the concept of tangible proof. This covers how physical facilities, furnishings, staff, and correspondence materials seem. Being empathetic means that the company must give each of its clients compassionate, tailored attention. This requires being approachable, having good communication skills, and being aware of the needs of each individual client. The organization's readiness to help clients and provide timely service is what defines responsiveness (Parasuraman et al., 1985).

The SERVQUAL model is comprised of 22 statements, reflecting both expectations and performance, which depict the five dimensions of service quality (Zeithaml, Parasuruman & Berry, 1990). In this study, these statements from the SERVQUAL instrument are adapted to gauge respondents' perceptions of service quality. This adaptation extends the measurement of performance in public sector organizations by reconceptualizing measures of service delivery from a quality perspective. Utilizing this model, the study aims to interpret the influence of HRM practices, HRM outcomes, and Organizational Context on Service Delivery in County Governments.

2.4.4 Denison Organizational Culture Model

The Denison model's architecture, which was first developed in 1990, is predicated on four key tenets. First of all, it asserts that a set of an organization's administrative practices are given significance by its beliefs and values. Second, it implies that management decisions inside an organization are determined by the prevailing values and beliefs within that company (Denison, 1997). Four main dimensions are included

in the model: mission, involvement, consistency, and adaptability. According to Kotrba et al. (2012), these components are essential for creating and maintaining an effective organizational culture inside the company. Denison goes on to say that while mission and flexibility are thought of as external elements supporting the upkeep of a good organizational culture, participation and consistency are considered as internal elements in its development.

Sharifirad & Ataei (2012) observe that the Denison model has been embraced by numerous organizations. Within this model, the organizational mission pertains to the focus of the organization, representing the direction in which it aims to fulfill its long-term goals. Under the dimension of mission, the model endeavors to identify the organization's strategic direction and intent, its goals and objectives, as well as its vision (Denison, 2012). A sense of mission engenders two significant effects on an organization's operations (Ashkanasy, Wilderom & Peterson, 2011).

Many organizations have adopted the Denison model, according to Sharifirad & Ataei (2012). According to this paradigm, the organization's mission refers to its area of concentration and the way it hopes to achieve its long-term objectives. The approach attempts to determine the organization's strategic direction and intent, goals and objectives, and vision under the mission dimension (Denison, 2012). According to Ashkanasy, Wilderom, and Peterson (2011), an organization's operations are significantly impacted by a sense of mission in two ways.

The alignment, engagement, and competency of employees inside the organization are referred to as involvement in the Denison model. Employee empowerment, improved teamwork, and a focus on capability development are all necessary to attain involvement (Denison, 2012). Participation encourages the development of creative

concepts and strategies that are subsequently honed into a more exacting set of guidelines (Denison, 1990).

On the other side, consistency refers to how systems, methods, and values are all in line with achieving the objectives of the organization. Coordination and integration, consensus, and fundamental values are all necessary for defining values through consistency (Denison, 2012). Organizations can create an internal administrative structure based on consent by using a framework of processes that are developed via consistency (Ashkanasy, Wilderom & Peterson, 2011). This study examined the influence of industrial culture and commitment in the county sector in order to evaluate organizational culture and its effect on worker performance. Additionally, it looked at how an organization's engagement culture, mission, flexibility, and consistency are all aligned, and how this affects worker performance.

Mousavi, Hosseini, and Hassanpour (2015) highlighted the importance of participation as a crucial component of a good organizational culture. According to Engelen et al. (2014), involvement includes open communication, employee-focused leadership, and solid interpersonal ties inside the company. Business managers that foster a strong organizational culture encourage significant employee involvement and members of the company to participate in major organizational activities (O'Reilly et al., 2014). Employees who participate in organizational decision-making grow to love, trust, and feel a feeling of belonging to the company. This model is essential to the study because it clarifies the moderating influence between newly hired personnel in an institution and the pre-existing organizational traits that are unavoidable and call for adaptation. The model comprises five components of organizational culture.

2.5 Empirical Review

This section presents an empirical review of the study variables.

2.5.1 Influence of Recruitment on quality Service Delivery

According to Armstrong (2010), recruitment is the process of looking for job prospects and encouraging them to submit applications to positions within the company. The company is continuously developing a pool of competent candidates for potential future needs in human resources, even in the absence of open positions. Armstrong (2010) asserts that recruiting is the foundation of all HR systems within the company and is essential to efficient Human Resource Management (HRM). Given that hiring practices are a company's major investment, their efficacy and plan are crucial to strategic decision-making (Sangeetha, 2010).

According to Noe, Hollenbeck, Gerhart, and Wright (2010), recruitment is the organizational activity that seeks to find and draw in new hires who fit the needs of the company. The procedure is intended to entice prospective workers to apply for jobs, and then choose applicants based on the particular requirements of the business in order to fill open positions with qualified candidates. The company needs to specify the precise requirements needed to fill the open position, and it also needs to keep a careful eye on potential hires during the hiring and selection processes (Kepha, Mukulu, and Waititu, 2014).

Furthermore, the goal of recruitment is to maintain a stable human resource composition inside a business. An effective recruitment strategy can make use of a number of techniques, including as job postings, referrals from current staff members, graduate recruitment programs, agency or expert engagement, job boards, business websites, and social media platforms (Sinha & Thaly, 2013). Increased returns and

economies of scale are the results of an efficient hiring process, which also gives businesses a competitive edge in the market (Palaniappan & Arasu, 2017). Additionally, this kind of procedure aids in accomplishing the goals of the organization, which include maintaining human resources, guaranteeing a sufficient number of suitably qualified candidates for open jobs, and improving the efficacy of the hiring process (Azzam & Jaradat, 2014).

A recruiting policy creates a framework for carrying out the recruitment process and describes the goals of recruitment. A recruitment policy serves as an organizational code of behavior in this area, according to Cole (2011). Recruitment techniques differ; formal techniques include posting job ads in newspapers and using employment agencies; informal techniques include word-of-mouth and referrals (Armstrong, 2010). Studies have revealed a positive relationship between an organization's size and its inclination to hire recent graduates. Furthermore, different recruitment strategies are typically used based on the kind of post that has to be filled.

The crucial influence that recruitment and selection have on the functioning of organizations has been repeatedly shown by research. For example, Aziz (2017) discovered that recruitment effects selection, selection affects performance, and recruitment positively affects performance in a study that used structural equation modeling (SEM). In a similar vein, Sarinah, Gultom, and Thabah (2016) shown using route analysis that hiring and selection have a major positive influence on employee placement, which has a major impact on employee performance. In order to investigate the relationship between recruitment, selection, and performance, Kanu (2015) used both qualitative and quantitative methodologies, such as Pearson's correlation coefficient. The results showed a substantial association between these variables.

Companies in Tanzania use a variety of hiring techniques based on the experience and credentials of applicants. According to Egbert, Fischer, and Bredl (2013), hiring highly qualified applicants primarily involves the use of formal channels like newspaper adverts. Conversely, walk-ins are more frequently utilized in the hiring process for entry-level jobs. In Mwanza, specifically, only about 4 percent of hiring happens online; the remaining 84.6 percent happens through newspaper and magazine ads. Karia et al. (2016) looked at how Tanzanian public water utilities performed in relation to their hiring procedures. Their research showed that ineffective hiring and selection procedures resulted in large organizational losses, highlighting the significance of strong and successful hiring practices for improving organizational effectiveness and performance.

A study conducted in Kenya by Jonathan, Moses, and Willis (2014) looked into how hiring and selection procedures affected workers' performance in SMEs in the Kisumu municipality. According to the report, SMEs in Kisumu perform on average 60.71%. Crucial components like recruiting, vetting, and sourcing were found to be important in determining how well these SMEs performed. The study found that efficient hiring and selection procedures significantly boost the performance of SMEs in Kisumu; in fact, good hiring and selection procedures have the potential to increase performance by 72.40%. In the context of Kisumu's SMEs, this finding emphasizes a substantial positive association between hiring, selection, and job performance.

Consequently, Onchari, Iravo, and Munene (2014) conducted a study on the effect of recruitment strategies on service delivery using a sample of 85 employees in Nyamira County. The study revealed that poor service delivery to residents was largely due to the recruitment strategies employed. While various studies agree on the positive

relationship between employee hiring processes and quality service delivery aspects in organizations, they also highlight the diversity of employee hiring variables, scope, and nature of institutions. These factors are contingent on quality service delivery measures, including institutional trust, proposal performance, professionalism, and employee productivity.

However, the studies provide inconsistent, insufficient, and inconclusive information regarding the relationship between employee hiring and quality service delivery in counties due to their revealed limitations. For instance, different studies focus on various aspects of hiring processes and their impact on service delivery, making it challenging to draw a comprehensive conclusion. Additionally, variations in institutional contexts and measurement criteria further complicate the ability to generalize findings across different settings.

Given these limitations, the current study aims to clearly elaborate on the underexplored knowledge regarding the influence of recruitment on the quality of service delivery in county governments, specifically focusing on Kajiado County. By addressing gaps in previous research and providing a more focused analysis, this study seeks to offer a clearer understanding of how effective recruitment practices can enhance service delivery in county governments.

2.5.2 Effect of Selection on Service Delivery

In order to find and select the most qualified individuals while eliminating the unfit ones, selection entails matching applicants' qualifications with job criteria (Armstrong, 2010). Noe et al. (2010) state that a job applicant's eligibility for a particular post inside an organization is decided by the selection process. This procedure, which is essential to human resource management (HRM), guarantees the hiring of highly qualified and

potential people, which has a substantial impact on the effectiveness of the firm. The degree to which the organization executes the selection process effectively determines how successful it will be. Crucially, selection is inextricably related to the recruitment process since it comes after the creation of a candidate pool and entails assessing them to determine which ones are the most suitable for the company.

Finding and employing the best people for the proper jobs is the main objective of the selection process; this will improve the employer's reputation and guarantee economical recruiting procedures (Gamage, 2014). Carefully thought-out selection processes are necessary for the accurate and effective recruitment of high-potential workers. Gamage (2014) states that the following areas are commonly included in the selection criteria for employees: (a) education; (b) references; (c) experience; (d) health; (e) written tests; and (f) interviews. All of these factors work together to evaluate a candidate's qualifications and fit for particular positions inside an organization.

As previously mentioned, following appropriate selection protocols guarantees that a company obtains competent personnel, which makes it easier to find qualified applicants for particular roles. Because they are aware that they did not fulfill the company's hiring criteria, applicants who do not pass the selection process benefit from these procedures' transparency and decreased mistrust (Nuryanta, 2008).

Beardwell and Wright (2012) support a methodical approach to hiring that entails establishing positions, drawing applications, evaluating applicants, and reaching a decision. First and first, companies must decide what kind of workers they want to hire, basically defining the skills and talents needed. A conventional approach starts with a job analysis and ends with human specifications. The literature frequently stresses that abilities should be the main focus of person requirements (Boam and Sparrow, 2010).

By ensuring that companies have a clear understanding of the abilities and characteristics required for each function, this method promotes a more successful and productive hiring process.

Okusolubo (2013) carried out a study in Sunnyside, Pretoria, South Africa, to examine the effect of the selection process on staff turnover in Small and Medium Enterprises (SMEs). Through the use of a descriptive survey design, the study found that needs for compensation, relocation, education, and relevant experience all had an impact on the selection process in SMEs. In a similar vein, John, Raymond, and Caroline (2014) looked into the variables affecting employee choice in Kenya's public sector. The study, which used a descriptive approach, found a significant positive link between public service and employee selection. Additionally, the study found that the pre-employment process is greatly impacted by selection processes like academic credentials, background checks, job experience, and personal traits.

Successful hiring and selection procedures are essential to the success of any firm. A study on the effect of hiring and selection procedures on manufacturing enterprises' productivity in Enugu State, Nigeria, was carried out by Ukpafe (2014). The study, which employed a survey approach, found that poor performance by employees and their incapacity to adjust to changes or new difficulties had a detrimental effect on organizational production. The study also discovered a favorable relationship between production and the recruiting and selecting procedure. Similarly, Ulasi (2011) used a descriptive survey design to investigate "HRM and productivity in the Nigerian public sector". The main conclusions of the study showed that hiring and selection procedures had a big impact on public sector employees' productivity.

Using a descriptive survey design, Ikwesi (2010) examined the effects of hiring and selection practices on the effectiveness of the Nigerian public sector. The main conclusions showed that informal and politicized methods frequently took precedence over formal procedures when it came to recruiting and selection practices in the public sector. Furthermore, employment in the public sector was not always determined by merit because federal character, quota schemes, and regional affiliations were frequently given precedence. Furthermore, an established association existed between the incompetence of the Nigerian public service and inadequate procedures for recruiting and selection.

Previous research has indicated a correlation between the inadequacies of the recruiting and selection procedures and the inefficiency of the Nigerian public sector. Djabatey (2012) investigated hiring and selection procedures in Ghana, concentrating on HFC Bank (GH) Ltd. The study, which used a descriptive methodology, discovered that a number of variables, including job experience, educational background, exams, and interviews, had a major impact on how well the organization's hiring and selection procedures worked.

2.5.3 Influence of Orientation Programs on Service Delivery

According to Armstrong (2017), induction training is the first step in acclimating new hires to the workplace and providing them with the necessary information to enable them to feel at home and get started on their work quickly and effectively. According to Lin and Hsu (2017), induction training is a process designed to give new hires a basic understanding of the company and their work responsibilities. In essence, it is an essential part of the onboarding process that employers conduct for new hires.

Induction training, according to Stewart and Brown (2019), comprises introducing new hires to their coworkers, job roles, and company culture in a disciplined manner. From a traditional standpoint, Assare-Bediako (2008) defines induction training as the procedure by which companies acquaint new hires with details about the company's background, structure, benefits, and policies. On the other hand, a more modern perspective put forth by Nandi (2015) views induction training as a chance to communicate the organization's mission and core values, shape the values of the new hire, and help them fit in with the team.

Hendricks and Louw-Potgieter (2012) assert that induction training benefits new hires emotionally and provides significant returns for organizations in terms of benefits connected to costs and non-costs. These advantages show themselves as quicker time to maximum performance, increased employee morale, and higher rates of employment retention. A UK-based company's enhanced customer satisfaction ratings and successful induction training are correlated, as demonstrated by Pollitt (2007). Likewise, Chidambaram et al. (2013) discovered in their research carried out in India that orientation and induction programs are essential for new hires, cutting down on the time and expense involved in acclimating staff to the company and improving their performance.

Research on how staff orientation affects performance in the Ghana Education Service in the Greater Accra area was done by Alberta (2012). The results showed that induction training improves overall work capacity, increases job commitment and satisfaction, makes it easier for employees to apply the knowledge and skills they learned during orientation, and aids in addressing company culture, vision, and mission. Mugo and Guyo (2018) also found a noteworthy variation in employee performance between the

period of induction training and the subsequent period, highlighting the need of formal training for new hires.

According to Brown (2005), numerous businesses fail to provide employees' orientation to their workplaces and tasks enough attention, which leads to a persistent reduction in performance and the exodus of new hires from the public sector (Kakolaki, 2013). In order to better understand the experiences and opinions of newly hired primary school counselors about mentorship and induction programs, Loveless (2010) carried out a qualitative research study. The results showed that the mentees benefited greatly from the induction program, which also gave them more opportunities to network with other counselors.

Kunene (2009) evaluated the orientation and induction program for health workers in the Nkangala Health District of Mpumalanga, South Africa, using qualitative methodologies. The survey determined the essential interventions and assistance that health authorities anticipated for the advancement of their careers. According to Kakolaki (2013), orientation and induction programs are essential for training new hires at all levels of the Kinondoni Municipal Council intellectually. Chonya (2010) found in research on the Rukwa regional secretariat that a deficiency in orientation and induction for new hires was the cause of significant absenteeism and turnover among staff members.

Ndebele (2013) looked at how new hires felt about a program for academic staff introduction at a South African university. She concluded that the program was very beneficial to the teaching staff as well as the university. The study emphasized how induction training provides the tools staff needs to manage their administrative, financial, human resources, and support service obligations in addition to educating

them about successful teaching practices and bringing them into compliance with the institution's standards. Analyzing the efficacy of a new hire induction program at Coastal KZN FET College, Mabaso (2012) found that the program had a favorable effect on the caliber of service that instructors gave to students. This emphasizes how crucial it is to provide recently hired lecturers with a strong foundation in the teaching profession.

According to Rutaihwa (2013), who looked into employee orientation programs in Tanzanian public institutions and their effects on worker performance, well-executed induction training increases staff members' motivation, commitment, and loyalty while decreasing their propensity to quit. According to the study, management may mistakenly believe that staff members are already familiar with learning settings in a university setting because of their previous experiences as students at both higher education institutions. This demonstrates the necessity of customized orientation programs, particularly in academic settings, to address particular organizational requirements and aid staff members in smoothly assuming their new positions.

Kebenei (2014) draws attention to a widespread problem in which a lot of institutions only provide induction training as a formality to meet hiring criteria. Rutaihwa (2013), on the other hand, highlights the significance of efficient induction programs that thoroughly cover employment, legal, social, and economic elements. Rutaihwa also supports induction training that encourages the growth of employees' socializing and theoretical and practical skills. But according to Kebenei (2014), most businesses use haphazard, chaotic, and unstructured approaches to meet their induction training requirements, which confuses new hires. Employee burnout, low morale, high absence rates, and high turnover rates can all be attributed to disorganized induction procedures.

In Kenya, the accomplishment of organizational objectives within County Governments is largely dependent on the efficacy of in-service training programs and the commitment of skilled administrators and staff (Racino, 2015). These governments have a number of ministries, including finance, administration, human resources, and budgeting. As a result, the public sector is increasingly realizing the importance of providing employees with the abilities, information, and mindset needed to comply with competency frameworks and advance a values-based strategy (Elnaga & Imran, 2013).

On the other hand, companies that disregard orientation programs frequently observe workers disengaging from their positions and delivering subpar work because they lack the necessary background knowledge. These circumstances make new personnel feel lost and less productive, which eventually increases the chance of turnover in a comparatively short amount of time. Both the company and the departing employee bear substantial expenses as a result of this turnover, particularly when considering the cumulative effect over several hires each year (Brown, 2017).

2.5.4 Effect of Placement on Service Delivery

The placement of personnel within an organization is one of the many tasks covered by human resource management. In order to ensure adherence to established organizational practices, Pratama, Qomari, and Negoro (2017) stress that employee placement should consider characteristics including educational attainment, applicable experience, and individual preferences. Similar to this, Suwatno (2003) identifies a number of crucial factors in employee placement, such as work experience, job-related knowledge and abilities, training and education, and work expertise.

According to Altaea, Hageem, and Fouze (2006), a placement within an organization is a contractual arrangement between the company and its employees, which is

normally not subject to cancelation unless certain terms and conditions are broken. As with putting square pegs into square holes and round pegs into round holes, it entails carefully matching chosen people with appropriate job positions to ensure maximum productivity (Sastrohadiwiryo, 2002). According to Mathis & Jackson (2011), placement is the process of matching people with suitable jobs. They stress that the fit between a worker's abilities and job needs affects both the volume and caliber of their work. Manullang (2012) highlights the crucial connection between the placement procedure and the overall staffing process in companies. Manullang (2012) states that the hiring process usually starts with recruitment, which serves as the first stage of screening potential employees for different roles. The selection procedure then acts as a secondary filter, narrowing down the applicant pool according to preset standards. The final phase in this process is the placement process, where people are assigned to particular jobs or positions in accordance with the data gathered from earlier recruitment and selection efforts.

According to Tohardi (2002), placement is the deliberate placement of people in appropriate employment roles according to their qualifications, experience, and needs as well as those of the company. As Hasibuan (2014) notes, maximizing each worker's productivity at work depends on where they are placed. Placement is the process of assigning or filling positions or reallocating individuals to new or different tasks inside the business, according to Hariandja (2005). Promotion, transfer, and downgrade are the three main categories of placements, according to Ardana et al. (2012). Every kind of placement advances different corporate and staff development objectives. According to Michon et al. (2014), assigning workers to suitable positions enables them to work efficiently, producing favorable results for the company and the person.

Mathis & Jackson (2011) state that the knowledge, skills, and capacities of each employee should be taken into consideration while placing them. Errors in the placement of employees by human resource managers can affect things like intents to leave the company, organizational commitment, and job happiness. Good employee performance boosts job satisfaction, which in turn improves the performance of the entire firm. Expert opinions suggest that employee placement is a human resources policy that assigns work positions to perform particular activities based on indicators like talents, competence, and abilities; it also considers potential transitions like transfers or demotions.

Placing an employee entails assigning or reassigning them to a new or different work, including initial assignments for new hires and promotions, transfers, and demotions (Silalahi & Mifka, 2015). Employees are better able to complete their responsibilities when their placement is in line with their academic competencies. Therefore, it's imperative that businesses make sure that workers are assigned to roles that correspond with their skill sets.

Employee placement, in the words of Yuniarsih (2016), is assigning authority to potential employees who are hired and placing them in positions that require it. The fundamental tenets of employee placement, according to Badriyah (2017), are as follows: Encourage staff to pursue promotions; Encourage staff to change jobs, since this aids the HR department in filling positions internally and achieving staff members' individual objectives. Sulistiyani (2018) states that the following procedures should be followed when placing staff members: Obtain budget approval to hold or fill positions; identify HR needs; create appropriate placement criteria; procure (recruit); provide tests

or should screen applicants; Make a list of eligible candidates and staff members, and Hold the appointment of the best candidates for the position.

Dessler (2008) emphasizes that faulty placement can lead to diminished employee performance, resulting in reduced organizational efficiency, increased turnover, threats to organizational cohesion, and frustration of personal and professional aspirations. Conversely, proper placement is posited to facilitate personal development, create a motivating environment for employees, optimize performance, and enhance the likelihood of achieving organizational objectives. Supporting this, Sarina et al. (2016) found that employee placement significantly impacts the performance of PT Sriwijaya Air Jakarta's employees. In another study in the Yorkshire and Humber region, Poulter and Smith (2006) underscored the mutual benefits of work placements for both organizations and individuals, suggesting that placements encourage and support active engagement in work-related activities. Evidently, employee orientation and placement play pivotal roles in enhancing productivity and optimizing the allocation of resources within departments, ministries, and parastatal agencies.

2.6 Organization Culture as a Moderator

Organizational leaders play a major role in shaping culture, which generally embodies a set of core principles (Viegas-Pires, 2016). Zheng and McLean (2010) define culture as the body of collected ideas, norms, and values that direct people's actions within a particular community. According to Shazhad et al. (2017), an ideal organizational culture should include a variety of components that support organizational performance, such as the company's business practices, how it treats its customers and employees, how it allows for creativity and freedom in decision-making, how power and information move within the hierarchy, and how committed its employees are to

the organization's goals as a whole. It is true that organizational culture can be used as a motivating strategy to improve performance (Jofreh & Masoumi, 2013).

An individual's basic beliefs, attitudes, aspirations, and behaviors that they have picked up from important social institutions are collectively referred to as organizational culture (Schein, 2011). Employees who perceive a good organizational culture at work are more likely to report higher levels of job satisfaction, loyalty, and willingness to recommend the company as an excellent place to work, according to Tnay, Othman, Siong, and Lim (2013). Employee loyalty and dedication to the company are directly correlated with job satisfaction (Turkyilmaz et al., 2011; Yee et al., 2010). According to Ineson et al. (2013) and Lam & Ozorio (2012), companies that place a high priority on organizational culture are also better positioned to generate good job satisfaction, which improves performance and lowers turnover intentions.

Group culture variations are a major hindrance to business performance, frequently leading to subpar output and performance (Eaton & Kilby, 2015). Business managers who want to improve productivity and performance must understand the significance of an effective corporate culture (Viegas-Pires, 2016). According to Bolboli and Reiche (2016), insufficient cultural integration among firm managers inside the corporate group is the reason for the failure of over 90% of business excellence programs.

Using a sample of sixty workers from a variety of organizations, Nazir and Zamir (2015) looked into how organizational culture affected worker performance in Islamabad. Through the use of descriptive and inferential statistical techniques, including Pearson correlation and t-tests, the study investigated potential relationships between the variables. The findings showed that corporate culture has a major impact on the setting in which employee performance takes place. The study also emphasized

how important it is for organizational norms and values to shape employee behavior in order to help achieve performance goals and organizational objectives.

The impact of organizational culture on organizational commitment at Jordanian private universities was examined by Afaneh et al. (2014). The study investigated its hypotheses using inferential statistics like regression analysis and t-tests. The findings showed that collective culture factors significantly affect employee behavioral performance and organizational commitment. A study on the connection between employee performance and organizational culture was carried out by Emeka and Philemon (2012) in a few Nigerian manufacturing companies. The study used both descriptive and inferential statistical analysis to find that organizational productivity and employee performance were positively correlated with organizational culture. The study emphasized how norms and values influence assessment criteria and performance expectations.

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Mwangi and Waithaka (2018) looked into the connection between public universities' performance in the Mount Kenya region and their organizational culture. According to the results of their research, organizational culture has a major and beneficial impact on how well public colleges in Kenya perform. The goal of Mwaura and Bula (2017) was to ascertain how organizational culture affected the performance of the company. Their research showed that companies with distinct mission statements and core values provided effective direction for day-to-day operations. Furthermore, companies with more flexible and consistent cultures also generally outperformed others.

In Sukaputra Graha Cemerlang Sentul City, Saragih and Saluy (2022) examined the mediating effect of organizational culture on the relationship between leadership and employee performance. Their study involved collecting data from 141 employees using a structured questionnaire. Data analysis was conducted using Structural Equation Model (SEM) with SmartPLS 3.0. The results revealed a significant mediating effect of organizational culture on the impact of leadership style on employee performance. However, the findings did not show a mediation effect of organizational culture on the link between the performance of courier service firms and strategic leadership.

In Ecuador, Tulcanaza-Prieto, Aguilar-Rodríguez, and Artieda (2021) investigated the performance of corporate firms in the service sector and its association with organizational culture. They distributed a self-designed online questionnaire to 311 managers or employees of small Ecuadorian service firms and measured organizational culture using the Denison model. The results indicated a significant increase in performance with an increase in organizational culture. However, the study only established the effect of organizational culture on firm performance and did not conclusively demonstrate the mediating effect of organizational culture.

In the United Arab Emirates (UAE), AlShehhi, Alnahhal, AlZaabi, Tabash, and Sakhrieh (2021) conducted a study investigating the association between organizational culture and organizational performance. They collected data through questionnaires and interviews from a sample size of 131 employees. Data analysis using regression and correlation statistics revealed a significant and strong association between organizational culture and performance. However, the study utilized job satisfaction as a mediator while organizational culture served as the predictor variable.

Opoku, Hongqin, and Aram (2022) assessed employee performance in GCB bank branches across the Greater Accra Region in Ghana and examined its interaction with organizational culture. Additionally, they determined how employee job satisfaction moderates the link between employee performance and organizational culture using a descriptive cross-sectional survey. Analyzing data collected from 339 employees, they found that organizational culture was the major contributor to employee performance.

2.7 Summary of Literature

Effect of human resource management on quality service delivery has received considerable importance in showing effective connection between HR practices and firm performance (Qureshi, et al., 2010). Thus, there is a need to show how HR hiring is interlinked with all the managerial functions involved in the recruitment, selection, induction and placement practices and how they influence service delivery in the public sector.

Recruitment and selection are about finding the best source, hiring the best talents and keeping the organization competitive on the job market and retain its best employees. This process helps to set and achieve the right limits. Through effective recruitment and selection practices, the county government may maximize the probability that its new

employees will have the necessary knowledge, skills and abilities (KSAs) to do the jobs they are hired to do. Thus, employee's recruitment and selection are two major ways (along with orientation and training) to make sure that new employees have the abilities required to do their jobs. It also provides the base for other HR practices that motivates employees to exert the effort needed to do their jobs effectively and eventually retain them.

The County Governments have had a huge labour workforce as a result of hiring of new staff without consulting the relevant departments at national or central government offices. While some investigations have been initiated in different countries, the available literature highlights that most of the studies examining the relationship between HRM and performance have been conducted on the organizational performance mostly in the developed countries. Few of these studies have been done in Kenya, particularly in the public sector touching on devolution of HR functions and employee performance. There is, therefore, a need for additional evidence to support the devolved HR functions and determine the moderating effect of culture on the relationship between hiring process and service delivery from different sectors and contexts.

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Table 2.1 of Summary of Research Gaps

NO.	Topic	Methodology	Findings	Research gap	Relating to the study
1.	Nikpour (2017) explored the influence of organizational culture on organizational performance, focusing on the mediating role of employee's organizational commitment.	The study conducted descriptive and correlational research using the survey method among employees in the education office of Kerman province. With 190 participants, questionnaires were the primary data collection tool. Analysis involved descriptive and inferential statistics, particularly structural equation modeling via path analysis, performed using SPSS and AMOS software.	The study's findings revealed that organizational culture has both a direct positive impact on organizational performance and an indirect effect through employee organizational commitment, with the latter exerting a greater influence. Additionally, the proposed model demonstrated an appropriate fit for the data.	The study focused on the Employees organizational culture on organizational performance, but the current study looked into a perspective of a moderated organizational culture in Kajiado County relating to hiring and service delivery	The study was moderated by organizational culture
2.	Sarinah, Gultom, & Thabah (2016) investigated the influence of recruitment and employee selection on employee placement and its subsequent effects on employee performance at PT Sriwijaya Air.	The analytical method used is the method of path analysis.	The findings revealed significant influences of recruitment and selection variables on employee placement at PT Sriwijaya Air. Additionally, employee placement was found to significantly impact the performance of employees. Specifically, recruitment was the sole variable directly influencing employee performance, whereas selection and placement of employees did not exhibit a direct effect on employee performance	The study focused on effect of recruitment and employee selection on employee placement and employee performance but the current study looked at the service delivery in Kajiado County	This study sought to establish the effect of recruitment and employee selection on employee placement and employee performance that was part of independent variables
3.	Adebola, (2017). Examined the effectiveness of recruitment and selection procedures on employee performance within the	The research design utilized in this study is survey research, focusing on leading hotels in Ogun State, Nigeria. The population included employees from hotels in Yewa South Local Government, totaling 115	The study's findings indicate a significant correlation between recruitment and selection processes and employee performance within the county industry. This suggests a	The study focused on the Employees Performance in The countyity Industry in Ogun State, Nigeria but the current study looked at	Recruitment and Selection Procedures was the independent variable

	county industry in Ogun State".	hotels with 1179 employees. A sample size of 100 employees was selected, and data was collected using questionnaires.	relationship between the effectiveness of recruitment and selection practices and employee performance levels.	the service delivery in Kajiado County	
4.	Ekwoaba, Ikeije, & Ufoma, (2015) investigates the influence of recruitment and selection criteria on organizational performance.	The study utilized a survey research design and employed a structured questionnaire to gather data. A total of 132 questionnaires were distributed among the participants. The collected data was analyzed using both descriptive and inferential statistics. Specifically, chi-square analysis was utilized to assess the relationship between variables and test the hypotheses proposed in the study.	The study reveals a noteworthy correlation between the recruitment and selection processes and employee performance within the county industry. This implies that the effectiveness of recruitment and selection practices is linked to the levels of employee performance.	The current study looked at the service delivery in Kajiado County	Recruitment and Selection Procedures was the independent variable
5.	Kakolaki (2013) examined the impact of induction training on employee performance within the public service sector, specifically within the context of Kinondoni Municipality	A descriptive model was utilized as the research methodology, incorporating both quantitative and qualitative analysis approaches. A sample size of 99 participants was randomly chosen for the study.	Induction training plays a critical role in eliminating outdated job practices and sharpening the minds of new employees across all levels. It is essential for new employees as it prevents their minds from becoming obsolete over time.	Effect of Induction Training in Employee's Performance on Public Service. The current study looked at the Effect of Induction Training on service delivery in Kajiado County	Induction Training was one of the independent variables
6.	Karia, Omari, Mwanaongoro, & Ondieki, (2016). Karia, Omari, Mwanaongoro, & Ondieki, (2016). Impact of recruitment and selection on performance of the public water utilities in Tanzania.	The study employed both correlation and descriptive research designs to investigate the impact of recruitment and selection on the performance of public water utilities. The target population comprised 1355 employees within these utilities, from which a sample size of 417 employees was selected. Data collection involved the use of questionnaires distributed to employees and face-to-face interviews conducted with line managers. Both descriptive and inferential statistical analyses were employed to analyze the collected data.	The findings indicated a statistically significant correlation between recruitment and selection processes and the performance of public water utilities.	The study focused on the recruitment and selection on performance of the public water utilities in Tanzania. But the current study considered the recruitment and selection in service delivery	Recruitment Strategies was one of the independent variables

7.	Karanja, Ndunga & Mugambi (2014). examined the factors affecting employee selection in the public service of Kenya.	The research employed a descriptive research design and encompassed a census of all participants. Data collection was facilitated through the utilization of questionnaires. The hypothesis was tested using the multiple regression analysis method with SSPS version 22.	The research revealed that academic qualifications and background checks significantly influenced employee selection in the public service.	The current study looked at the service delivery in Kajiado County	Selection was one of the independent variables
8.	Onchari, Iravo & Elijah, (2014). "Effect of Recruitment Strategies of Employees on Service Delivery in Local Authorities in Kenya: A Case of Nyamira County, Kenya"	The study employed a case study research design to explore employee perceptions within a municipal council. From a target population of 200 employees categorized into three groups based on salary grade and area of work, a representative sample of 85 employees was selected using simple random sampling. Data collection involved administering questionnaires and conducting oral interviews. Analysis, interpretation, and presentation of the data were conducted using descriptive statistical techniques	"This study revealed the reasons for poor delivery of services as laying on recruitment strategies employed"	Effect of Recruitment strategies on Service Delivery in Local Authorities in Nyamira County, Kenya. The current study looked at Kajiado County	Recruitment Strategies was one of the independent variable

2.8 Conceptual Framework

Figure 2.1 presents the conceptual framework depicting the relationship among the study variables; hiring process, organizational culture and service delivery. The dependent variable was the service delivery. To determine hiring process in a County Government four independent variables was taken into consideration: recruitment, selection, induction training and placement. These four facets formed basis for measuring hiring process in the study. The moderating variable, organizational culture comprises of adaptability, mission, consistency and involvement constructs.

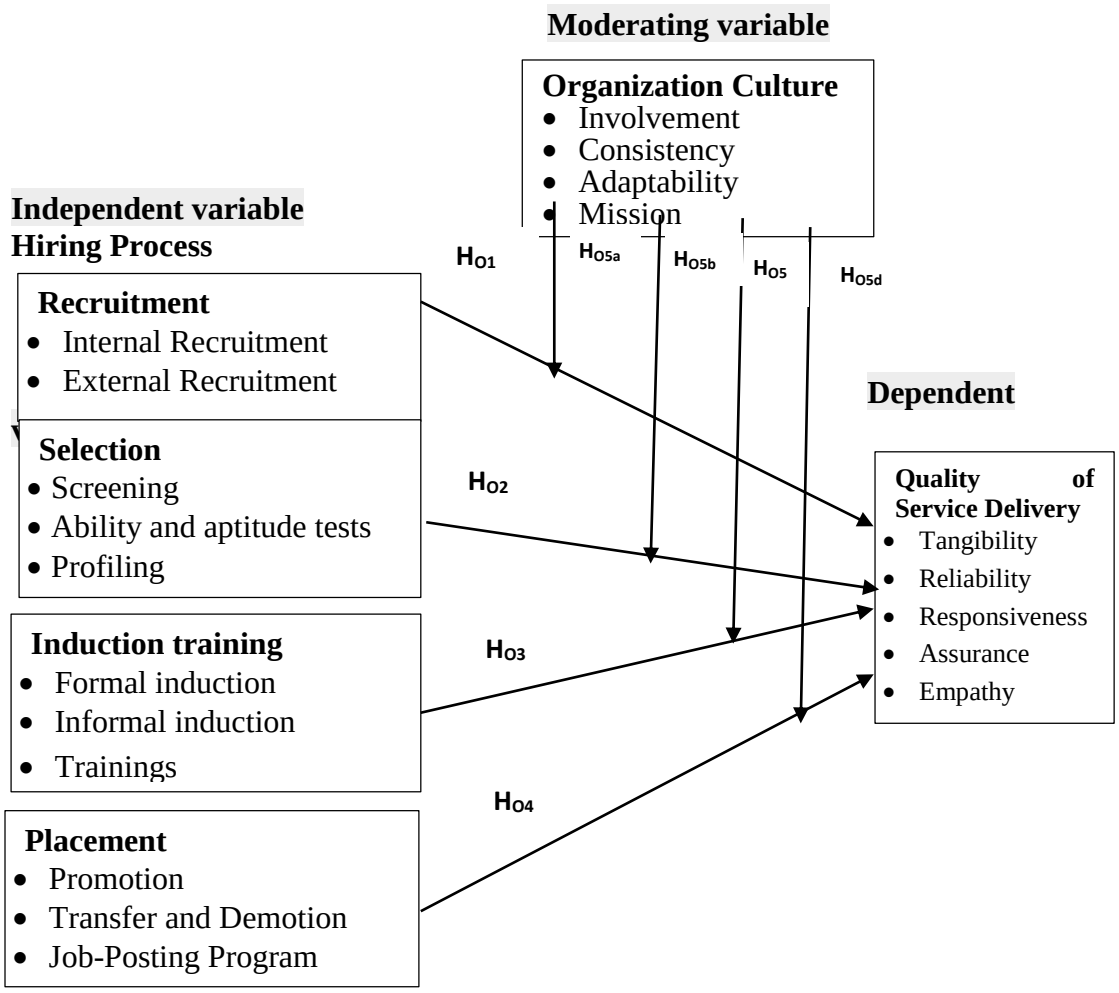

Figure 2.1 Conceptual Framework

Source: Author Compilation 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter outlines the methodology employed in conducting the study, structured around key components including research design, target population, sample size, sampling procedure, data collection instruments, pilot study, reliability and validity assessment of research instruments, and data processing and analysis techniques.

3.2 Research Design

In order to investigate the correlations between variables and identify the fundamental reasons and mechanisms underlying events, the study used an explanatory research approach. Explanatory research explores "why" and "how" questions in contrast to descriptive research, which concentrates on "what" questions in an effort to determine the causes of observable patterns or results. This design seeks to clarify the true variables behind a phenomenon by building upon exploratory and descriptive research. It was selected because it is useful for measuring relationships and comparing groups to determine cause-and-effect dynamics. This is especially useful for evaluating the impact of hiring practices on service delivery, which is influenced by organizational culture. Explanatory research is quantitative in nature, utilizing statistical data analysis to evaluate hypotheses and confirm or deny explanations or predictions.

3.3 Study Area

The research was carried out in Kajiado County, Kenya. The targeted county borders Kenya with Tanzania. It is in the Rift Valley Kenya. The County is neighbouring Tana River County, Makueni, Machakos, Nairobi, Kiambu, Nakuru, and Narok Counties. . It has a population of 1,118 million at the statistics of 2019 and an area of 21, 292.7

square kilometers. The county capital is Kajiado. It consists of five constituencies Kajiado Central, North, South, East and West constituency. Kajiado is headed by the Governor and his administration consist of the deputy governor, executive committee members, Chief Officers, County Public Service Board, County Assembly, Sub County Administrators and Elected Officials.

Kajiado County was selected as the study's focus point for a number of important reasons. First of all, the city's modest population size and literacy rates created a favorable atmosphere for superior employment procedures. The county was a great place to do research because it was well-resourced and easily accessible. Its political environment demonstrated a varied political tendency, as seen by the representation of multiple political parties. In addition, Kajiado County demonstrated a moderate degree of progress subsequent to independence, laying the groundwork for its decentralized governance structure. On the other hand, it had to deal with issues like nepotism, overstaffing, incompetent recruiting practices, poor revenue collection, and ineffective use of national resources. These problems highlighted hiring practices for human resources and concerns about operational performance, which makes Kajiado County an appropriate case study indicative of other counties in in Kenya.

3.4 Target Population

A well-defined group of people or things that are known to share comparable traits is called a target population (Butler-Kisber, 2018). Eighty-six2 Kajiado County workers, performing administrative duties in departments such as Water, Public Works, Administration, Finance, Health, Education, Sports Youth, and Culture, Trade and Industry, Agriculture, County Assembly, and County Public Service Board, were the focus of the study. Three clients in each department were the focus of the study.

Table 3.1: Target Population

Department	**Target population (employees)**	**Target population (customers)**
Water	18	18
Public works	24	24
Administration	24	24
Finance	26	26
Education	250	250
Health	300	300
Youth, sports and culture	15	15
Trade and industry	21	21
Agriculture	150	150
County assembly	24	24
County public service board	10	10
Total	**862**	**862**

Source: (Kajiado HR Database, 2022-2023)

3.5 Sample and Sampling Technique

The collection of source materials used to choose the sample is known as a sampling frame. A sample frame is ideal, according to Cooper and Schindler (2014), if there is an individual mapping from frame to population elements. The sampling frame for this study included every employee of the Kajiado County Government.

3.5.1 Sample Size

The number of units selected for data collection in a survey is commonly referred to as the sample size (Butler-Kisber, 2018). The sample size was determined by the researcher using the Nassiuma (2000) formula, as indicated below.;

$$Nc^2 / c^2 + (N-1)e^2 = n$$

Where, n=Sample size, N=Population, c=covariance, e=standard error

Nassiuna (2000) states that surveys often accept a standard error of 2% to 5% and a coefficient of variance between 21% and 30%. A 30% coefficient of variation and a 2%

standard error were selected for this investigation. Selecting the top bounds of these ranges contributes to a reduction in sample variability.

$$862(0.3)^2 \Big/ 0.3^2 + (862-1)0.02^2 \quad = 178$$

= 178 is the desired sample size

Hence, 178 was found to be the appropriate sample size for the 862 employees in the population. This computed sample size was allocated proportionately across each stratum using the proportionate approach, as described by Kothari (2015). In order to guarantee equal representation in each stratum, the proportionate technique was selected. This is accomplished by dividing the population of each stratum by the overall population, then multiplying the resulting number by the sample size. This methodology ensures fair representation of participants and upholds the integrity of the data. There were 356 sampled respondents in total because each department's customers and staff were purposefully chosen in an equal ratio.

Table 3.2: Determination of Sample size

Department	**Target population**	**Sample size**		**Total sample**
		Employees	**Customers**	
Water	18	4	4	8
Public works	24	5	5	10
Administration	24	5	5	10
Finance	26	5	5	11
Education	250	52	52	103
Health	300	62	62	124
Youth, sports and culture	15	3	3	6
Trade and industry	21	4	4	9
Agriculture	150	31	31	62
County assembly	24	5	5	10
County public service board	10	2	2	4
Total	**862**	**178**	**178**	**356**

Source: Author 2023

3.5.2 Sampling Technique

Sampling strategies are chosen in accordance with the goals and nature of the investigation. They fall into two general categories: random and non-random sampling (Creswell, 2014). Nonetheless, a variety of simple, purposive, and stratified random sampling strategies were used in this investigation. To create different strata, Kajiado County Government personnel were categorized into departments using stratified sampling. According to Saunders et al. (2007), this approach makes cross-stratum comparisons easier. It was decided that stratified random sampling would be suitable since it allows for the representation of both the population as a whole and important subgroups within it.

A straightforward random process was used to choose 178 respondents within each stratum, utilizing proportionate sampling to guarantee participation from every department. The principal technique employed was simple random sampling, which ensured that every respondent had an equal chance of being selected. According to Kothari (2004), simple random sampling is a technique in which participants are chosen at random from a wider population, guaranteeing that each person has an equal probability of being selected for the sample.

3.6 Data Collection Instruments

Data collection involves systematically gathering and measuring information on variables of interest to address research objectives, test hypotheses, and evaluate outcomes (Sekaran & Bougie, 2013). The aim is to capture quality evidence that enables rich data analysis and the development of credible answers to research questions (Kumar, 2014). In this study, primary data was collected through questionnaires.

3.6.1 Questionnaire

Structured questionnaires were utilized to collect primary data, capturing various variables pertinent to the study. Questionnaires typically provide structured data by offering respondents a set of predetermined answer options (Matthews & Ross, 2010). According to Kothari (2008), questionnaires are less susceptible to interviewer bias as respondents provide their answers in their own words. This approach allows respondents ample time to provide well-considered responses.

The questionnaires are consisted of two parts and three sections. Part I obtaind the respondent's demographic information. Part II was divided into five sections based on variables investigated. Section A seeks to obtain responses to the likert scale items on hiring process as the independent variables. Section B asked questions related to the moderating variable the organization culture. Section C was used to measure the dependent variable that is service delivery. All the items in part B of the questionnaire items was adapted from previous researches. The choices formed a continuum of responses which is provided by the Likert scales. Cooper and Schindler (2011) opined that Likert scales are used frequently as variation of the sum provide reliable data.

3.6.2 Data Collection Procedures

In order to facilitate the research activities, the researcher started the research process by requesting an introductory letter from Moi University. The researcher then applied to the National Commission for Science and Technology Innovation (NACOSTI) for a research permit. Upon obtaining the study permit, it was submitted to the Kajiado County government in order to acquire authorization for the collection of data.

A preliminary investigation was carried out to evaluate the validity and dependability of the research tools. As part of the main study, the researcher delivered questionnaires

to a subset of respondents after the pilot study was finalized. A cover letter outlining the goals of the survey and guaranteeing respondents' privacy was included with every questionnaire.

3.7 Reliability and Validity of Research Instruments

Prior to the actual administration of the questionnaires, a pilot test was conducted to ensure the reliability and validity of the research instruments. This pilot study, as described by Cooper and Schindler (2014), serves to test various research protocols, data collection instruments, and sample recruitment strategies in preparation for the main study. Draft questionnaires were distributed to employees of Machakos County, who were not part of the main study, during this piloting phase. Cooper and Schilder (2011) suggest that the pilot test should involve 5% to 10% of the target sample size. During the pilot study, respondents self-administered the questionnaires. Subsequently, the data collected were coded into the SPSS software for analysis. It's important to note that the focus at this stage was primarily on assessing the reliability and validity of the research instruments, as adapted from previous relevant researches.

3.7.1 Reliability of Research Instruments

A research instrument's accuracy and consistency must be evaluated through reliability testing to ensure that it is appropriate for measuring the desired variables (Fraenkel & Wallen, 2006). The internal consistency of the questionnaire utilized in this study was evaluated using the Cronbach's alpha (α) calculation to determine its reliability. The questionnaires from the pilot project were coded into the SPSS V 26 software, which made it possible to calculate the Cronbach's alpha coefficient. According to Salda (2012), a commonly used metric for evaluating the consistency and dependability of structured questionnaires is Cronbach's alpha. To verify the consistency and reliability

of the instrument, a Cronbach's alpha threshold of ≥ 0.7 was used in this study, in accordance with the instructions provided by Kumar (2014). The Cronbach's alpha coefficient obtained verified that that the questionnaire was reliable and suitable for data collection purposes.

3.7.2 Validity of Research Instruments

Validity is a critical aspect of research, ensuring that the results accurately represent the phenomenon under study (Kothari & Garg, 2014). It assesses the appropriateness and meaningfulness of the data collected by a research instrument, ultimately influencing the reliability of the inferences drawn (Fraenkel & Wallen, 2006). Creswell and Miller (2010) outline four main categories of validity: face validity, construct validity, content validity, and criterion validity. Construct validity, specifically, evaluates the degree of correspondence between the constructs of the research instrument and their measures, ensuring that the instrument accurately captures the intended concepts (Creswell & Miller, 2010). To ensure construct validity in this study, multiple sources of evidence were utilized, including input from employees at all levels of the organization. This approach established a chain of evidence linking employees' assessments of their behavior to the variables under investigation. By aligning with constructs identified in previous research, the study further bolstered its construct validity.

It's important to note that the choice of validity procedure is influenced by the research paradigm and assumptions guiding the study (Creswell & Miller, 2010). In this case, the study's approach to construct validity was selected to align with its research objectives and framework.

Content validity ensures that the research instrument adequately covers the content it is intended to measure, providing thorough coverage of the study's investigative questions

(Wilson, Pan & Schumsky, 2012; Cooper & Schindler, 2011). Achieving content validity requires a comprehensive assessment of the instrument's domain, drawing from literature, expert input, and representatives of the relevant population under study (Yaghmaei, 2003). To enhance content validity, the questionnaire was evaluated by HR experts from the County governments to assess how well it aligned with established standards. This process helped ensure that the instrument effectively captured the intended content. Content validity is crucial as it contributes to achieving construct validity, instilling confidence in both the researcher and the reader regarding the instrument's effectiveness (Yaghmaei, 2003). Additionally, criterion validity, as outlined by Cooper and Schindler (2011), reflects the success of the measures used in predicting or estimating the constructs under investigation. The study employed exploratory factor analysis (EFA) to gather high-level insights and information from the data. EFA is a statistical technique used for uncovering underlying patterns, relationships, and structures within a dataset without making prior assumptions about these factors. By applying EFA, the research aims to extract meaningful and latent factors from the data, providing a deeper understanding of the phenomena under investigation.

3.8 Data Analysis Procedures

Data analysis is a crucial step in solving the research problem, involving careful editing of collected data to address any omissions, inconsistencies, or irrelevant responses. Quantitative data gathered from respondents was meticulously cleaned and coded based on various variables, preparing it for computer analysis using SPSS V 26. Descriptive and inferential statistics were employed for quantitative data analysis. Descriptive statistics, such as frequencies, percentages, standard deviations, and mean scores, were computed to summarize the data, with findings presented using charts, graphs,

percentages, and figures. Inferential analysis, specifically correlation analysis, was utilized to determine the nature and strength of relationships between independent and dependent variables. Regression analysis played a pivotal role in predicting the actual values influenced by independent variables on the dependent variable. Specifically, regression was employed to assess the impact of changes in the hiring process and organizational culture on service delivery, testing the fifth hypotheses. This analysis facilitated the evaluation of the linear relationship between predictor variables (hiring process) and service delivery.

Both linear and multiple regression analyses were conducted to ascertain the strength of association between the set of predictor variables (hiring process) and service delivery. Correlation analyses were also performed to determine the direction and strength of relations between the variables, providing valuable insights into their interrelationships.

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon_i$$

Where Y is Quality of Service Delivery;

X1 is recruitment

X2 is selection

X3 is induction

X4 is Placement

β1 – β8 are regression coefficients

μ is the error term

α is a constant or the y- intercept

Moderation analysis

According to Rose et al. (2004), a moderator is a third variable that adjusts the strength of a causal relationship. Similarly, Baron and Kenny (1986) define it as a variable that

affects the direction and/or strength of the relationship between an independent and a dependent variable. To test for moderation effects, the study employed hierarchical multiple regression as outlined by Baron and Kenny (1986). The procedure involved several stages. First, control variables in the model were regressed against service quality to identify potential direct effects. In the second stage, control variables and the hiring process were regressed against quality service delivery. Finally, the moderating variable was introduced and regressed together with the control variables and the hiring process against the dependent variable. To compute the interaction effect, the study multiplied the predictor and moderating variables, generating an interaction term. This process was repeated for each individual interaction as specified in the hierarchical regression model. The overall model specification for testing moderation in the study followed this structure.

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon_i$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 x_4 + \beta_4 M + \varepsilon$$

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 M + \beta_6 x_1 * M + \varepsilon_i$$

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 M + \beta_6 x_1 * M + \beta_7 x_2 * M + \varepsilon_i$$

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 M + \beta_6 x_1 * M + \beta_7 x_2 * M + \beta_8 x_2 * M + \varepsilon_i$$

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \beta_5 M + \beta_6 x_1 * M + \beta_7 x_2 * M + \beta_8 x_3 * M + \beta_9 x_4 * M + \varepsilon_i$$

Where Y is Quality of Service Delivery;

X_1 is recruitment

X_2 is selection

X_3 is induction

X_4 is Placement

M is organization culture

$\beta_1 - \beta_8$ are regression coefficients

μ is the error term

α is a constant or the y- intercept

3.9 Assumptions of Regression Model

This study evaluated five assumptions prior to performing the regression analysis because classical linear regression analysis depends on these assumptions to guarantee the validity of methods of estimation and test for hypotheses regarding estimates of coefficients (Jiang, Gollan, & Brooks, 2015; Hair et al., 2010).

3.9.1 Test for Normality

Finding out if research data follows a normal distribution is essential to evaluating the data's normalcy (Moore & McCabe, 2014). This was accomplished by creating probability plots (P-P) or histograms to visually examine the distribution of the data. The Shapiro-Wilk and Kolmogorov-Smirnov tests are two popular numerical tests for normality. Between 50 and 2000 items is a relatively large sample size for which the Shapiro-Wilk test is very appropriate. The data set has a normal distribution if the Kolmogorov-Smirnov test has a significant result greater than 0.05 (>0.05). On the other hand, according to Razali et al. (2011), a significant result less than 0.05 (<0.05) denotes a considerable departure from normalcy. The Kolmogorov-Smirnov Test and P-P Plots were both used in this work to evaluate the normality of the of the data collected.

3.9.2 Test for Linearity

Finding out if there is a linear relationship between each predictor variable and the predicted variable is the goal of the linearity test (Zientek, Kim & Bryn, 2016; Zikmund et al., 2013). Both correlation and linear regression analyses require linearity. The optimal relationship for predictor and predicted variables in regression modeling is linear. The significance of the deviation from linearity was used to evaluate the linearity of the variables in this study. A linear relationship is usually suggested if the significance value of the divergence from linearity is larger than 0.05. In contrast, non-linearity is indicated if the significance value is less than 0.05.

3.9.3 Test for Multicollinearity

Strong correlations between predictor variables are referred to as multicollinearity, which makes it difficult to identify each variable's distinct contribution to the variance in the dependent variable (Zikmund et al., 2013). In this study, the independence of predictor variables was evaluated by multicollinearity diagnostics performed with SPSS. For this, statistics on tolerance and the Variance Influence Factor (VIF) were used (Keith, 2006). To test for multicollinearity, VIF and tolerance values were examined.

3.9.4 Test for Heteroscedasticity

Gujarati and Porter (2009) defined heteroscedasticity as differences in the predicted variable throughout the dataset. It relates to the unequal variance of errors surrounding the regression line, suggesting that either the model's mistakes are not uniformly distributed or the variance is inconsistent amongst predictors (Tabachnick & Fidell, 2001). The assumption of constant error terms is threatened by this contradiction (Park,

2008). In this study, heteroscedasticity was evaluated using the Glejser test of heterogeneity of variances.

3.9.5 Test of Autocorrelation

According to Zikmund et al. (2013) and Tabachnick & Fidell (2001), autocorrelation describes the degree of independence—or lack thereof—between variable observations. According to Gujarati and Porter (2009), it especially refers to the relationship between observations that are ordered in a sequence over place or time. In this investigation, the Durbin-Watson test was used to determine whether autocorrelation was present. Values nearer 4 in the statistic's range of 0 to 4 indicate negative autocorrelation.

3.10 Ethical Considerations

The researcher meticulously adhered to ethical standards throughout the study. Beginning with obtaining approval from Moi University and subsequently securing a research permit from the National Commission of Science and Technology (NACOSTI), all necessary permissions were obtained. Approval from the management of Kajiado County Government was also sought prior to data collection from their staff. To ensure confidentiality, all information provided by respondents remained strictly confidential and was used solely for research purposes. Additionally, the participation of respondents was entirely voluntary, with informed consent obtained from each participant. Furthermore, the questionnaire was designed in a manner that ensured the anonymity of respondents, protecting their identities throughout the study.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Overview

In this chapter, the study unveils findings derived from collected data, investigating the profound effect of the employees' hiring process on the delivery of quality services within Kajiado County. The study explores the moderating influence exerted by organizational culture on this relationship. This chapter strategically aligned the findings with the following objectives: determine the effect of recruitment process on the quality of service delivery, effect of the selection process on service quality, effect of induction training on service quality, and discerning the moderating effect of organizational culture on relationship between the employees' hiring process and the delivery of quality services. To methodically pursue these objectives, this chapter meticulously unfolds the response rate, demographic data, quantitative findings, hypothesis testing, and an insightful discussion of the research findings.

4.2 Response Rate

In this study, the response rate and distribution of questionnaires are as presented in Table 4.1. Out of the total 178 questionnaires that were administered to the respondents, 152 questionnaires were returned, representing a response rate of 85.4%. This means that 85.4% of the determined sample size participated in the survey by returning their completed questionnaires. Furthermore, out of the returned questionnaires, 146 were considered valid and usable for data analysis, which accounts for 82.02% of the administered questionnaires. These usable questionnaires are crucial for obtaining reliable and accurate data. The higher response rate obtained in this study (82.0%) surpasses the minimum response rate of 50% suggested by Lindner and Wingenbach

(2002) to mitigate non-response bias. Additionally, Sekaran and Bougie (2010) argue that even a response rate of 30% is acceptable for surveys. Therefore, the higher response rate achieved in this study suggests that non-response bias was not a significant concern.

Table 4.1: Response Rate of Questionnaires

Responses	**No.**	**Percentage**
Administered questionnaires	178	100
Returned	152	85.4
Usable questionnaires	146	82.0%

Source; (Field data, 2023)

4.3 Employee Characteristics

Table 4.2 outlines the demographic characteristics of the study participants, shedding light on key aspects such as gender distribution, age brackets, work experience, and educational qualifications. The data reveals a slightly higher representation of female employees (54.1%), suggesting potential gender dynamics in the context of the employees' hiring process and its subsequent impact on service delivery. The age distribution is diverse, with a significant proportion falling within the 31-50 age range (80.2%), highlighting the potential for varied perspectives and experiences among employees. Work experience is spread across different tenure brackets, majority (66.5%) falling within category of 3 to 9 years. Furthermore, the majority of employees hold undergraduate degrees (45.2%), emphasizing a well-educated workforce with potential implications for skill sets and expectations related to the hiring process. Overall, these demographic insights set the stage for a nuanced understanding of how various employee characteristics might interact with and influence perceptions of the hiring process and subsequent service delivery outcomes.

Table 4.2: Employee Characteristics

		Frequency	Percent
Gender	Female	79	54.1
	Male	67	45.9
	Total	146	100
Age bracket	20-30 years	24	16.4
	31-40 years	49	33.6
	41-50 years	68	46.6
	Above 50 years	5	3.4
	Total	146	100
Work experience	Below 2 years	15	10.3
	3 - 5 years	43	29.5
	6 - 9 years	54	37
	Above 10 years	34	23.3
	Total	146	100
Highest educational qualification	Postgraduate	31	21.2
	Undergraduate	66	45.2
	Diploma	49	33.6
	Total	146	100

Source; Field Data (2023)

4.4 Customer characteristics

Table 4.3 provides an in-depth examination of customer characteristics within the study, focusing on key dimensions such as gender, age distribution, and educational qualifications. The majority of customers are female (59.6%), suggesting a gender-related dimension to consider in understanding their responses to service quality influenced by the employees' hiring process. The age distribution is diverse, with a concentration in the 30-40 age range (53.5%), implying varying expectations and preferences across different age groups. Educational qualifications further highlight a diverse customer base, with a notable presence of individuals holding bachelor's (29.5%) and master's degrees (25.3%). These educational backgrounds may influence the sophistication of customer expectations and their perceptions of service quality. Acknowledging the heterogeneity in gender, age, and education within the customer

demographic is essential for organizations aiming to tailor their service delivery approaches to meet the distinct needs and preferences of their clientele.

Table 4.3: Customer characteristics

		Frequency	Percent
Gender	Male	59	40.4
	Female	87	59.6
	Total	146	100
Age bracket	Below 25 years	7	4.8
	25 - 30 Years	11	7.5
	30 - 35 years	29	19.9
	35 - 40 years	49	33.6
	40 - 45 years	27	18.5
	45 - 50 years	14	9.6
	Above 50 years	9	6.2
	Total	146	100
Level of education	Certificate	32	21.9
	Diploma	26	17.8
	Bachelors Degree	43	29.5
	Masters Degree	37	25.3
	PhD	8	5.5
	Total	146	100

Source; Field Data (2023)

4.5 Factor Analysis

To test the validity of the data, the study utilized the Principal Component Method, probing components intricately linked to the employees' hiring process, organizational culture, and quality service delivery. During the analysis, components exhibiting feeble or adverse correlations were eliminated. The validity of the tool was assessed through the Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Test of Sampling Adequacy. Each variable underwent a component factor analysis employing varimax rotation, extracting components from every construct. Adhering to Hair et al.'s guidelines, items with a loading factor below 0.50 were eliminated, while those surpassing 0.50 were retained. This section meticulously elaborates on and appraises the data, ensuring precise allocation of items to their respective dimensions.

4.5.1 Factor Analysis for Quality service delivery

Table 4.3 provides a explanatory factors analysis of the 14 constructs measuring quality service delivery. The application of the varimax rotation method illuminates how factors were loaded, shedding light on the unique contributions and interactions of each construct. This methodological transparency enhances the interpretability of the subsequent findings. Furthermore, Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy offered critical for validating the robustness of the dataset. The significant Chi-Square ($\chi 2$) value of 63.543, coupled with a p-value of .000<0.05, reinforces the non-random nature of the variables, attesting to the interconnectedness of the constructs of the study. The Kaiser-Meyer-Olkin measure, surpassing the acceptable threshold (0.5) at 0.816, not only affirms the adequacy of the data for factor analysis but also reflects the richness of information captured in the dataset concerning quality service delivery. Delving into the factor analysis results in Table 4.3, the identification of three components, collectively explaining 63.543% of the variance in quality service delivery, surpasses the recommended threshold of 40%. This robust explanatory power signifies that the extracted components effectively measutre quality service delivery. Noteworthy is the meticulous selection process, where all retained items exhibited loadings greater than 0.7, highlighting their crucial roles in shaping the identified components. The deliberate exclusion of two items from further analyses underscores the commitment to precision in ensuring that the retained factors genuinely encapsulate the essence of quality service delivery.

Table 4.4: Factor Analysis of Quality service delivery

	Component		
	1	2	3
The county has up to date equipment		0.678	
The county's physical facilities are visually appealing		0.754	
This county is dependable		0.758	
The county keeps its records accurately.	dropped		
When this county employees promises to do something by a certain time, they do so			0.670
When you have a problem, county employees are sympathetic and reassuring			0.825
The county employees provide services at the time they promise to do so			0.700
You receive prompt services from the employees of this county	0.630		
Employees of this county are always willing to help customers.	0.793		
Employees of this county are not too busy to respond to customer requests promptly	0.702		
You can trust the employees of this county	0.795		
Employees of this county are polite	0.745		
Employees of this county gives you personal attention	0.581		
Employees of this county know what your needs are	dropped		
Total Variance Explained			
Total	6.109	1.703	1.084
% of Variance	43.636	12.161	7.746
Cumulative %	43.636	55.797	63.543
KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.816	
Bartlett's Test of Sphericity, Approx. Chi-Square		1070.986	
Df		91	
Sig.		0.000	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 9 iterations.

Source: *(Survey Data, 2023)*

4.5.2 Factor Analysis for Employees hiring process

All of the constructions relevant to employees hiring process methods are shown in In Table 4.4, a comprehensive examination of the constructs relevant to employees' hiring process methods is presented through the principal component matrix, showcasing how factors were loaded via the varimax rotation method. To ensure the validity of the analysis, the study incorporated the Bartlett's Test of Sphericity and the Kaiser-Meyer-

Olkin Measure of Sampling Adequacy, both of which indicated the suitability of the data for factor analysis on the variable of employees' hiring process. The Bartlett's Test of Sphericity produced a significant Chi-Square ($\chi 2$) value of 1860.581 with a p-value of .000<.05, affirming the interrelatedness of the variables. The Kaiser-Meyer-Olkin measure, surpassing the acceptable threshold at 0.741, validated the adequacy of the dataset for factor analysis, aligning with findings from Leech et al. (2013) and Morgan et al. (2012). In Table 4.4's factor analysis results, three components were derived using Varimax rotation, explaining a total extracted variance of 27.41%, 11.17%, 9.884%, and 6.69%, respectively. This elucidates that the items effectively describe the variable, offering valuable insights into distinct facets of the employees' hiring process. Moreover, the exploratory factor analysis (EFA) generated four factors—recruitment process, selection process, employee placement, and induction training—each with factor loading scores above the recommended threshold of 0.40, as suggested by Hair et al. (2014), except for three items that were eliminated, ensuring precision in subsequent analyses.

Table 4.5 further details the factor analysis of employees' hiring process, unraveling the intricate components and their associated constructs. The four identified components elucidate critical dimensions, including transparent recruitment processes, fair selection criteria, comprehensive induction training, and strategic employee placement. Notably, the factor loading scores for each item are above the recommended threshold of 0.40, as advocated by Hair et al. (2014), underscoring their significance in shaping the identified components. The cumulative variance explained by these components reaches 55.153%, surpassing the suggested threshold of 40%, highlighting the robust explanatory power of the derived factors.

Table 4.5: Factor Analysis of Employees hiring process

	Component			
	1	2	3	4
There is recruitment message/advert for all County positions.	0.712			
Information for recruitment position in counties are appealing for quality candidates.	0.789			
There is no discrimination in recruitment process	0.665			
There is identification of hiring needs	0.681			
There is recruitment planning in the county	0.764			
There is publication of job description and policy	0.737			
The is transparent shortlisting of applicants	0.712			
Recruitment of staff is based on merit	dropped			
Conduct of interview is done fairly		0.689		
The county adheres to the 30% inclusion of minorities		0.564		
There is effort on the part of the panel to match attributes of applicants		0.506		
Job candidates are given professional treatment in selection		0.593		
In my opinion, the panel composition for jobs in counties are fair		0.812		
There is no political influence on selection of applicants		0.745		
New employee training cover all aspects for the job and county policies		0.706		
There is support from seniors management and colleagues for new employees				0.549
The county conduct orientation and induction training for the new staff				0.635
Introduction to co-workers has helped me to perform well in my duties				0.579
The county induct newly transferred and promoted staff				0.642
Employees are placed on the job station according to the requirements			0.705	
The positions are offered to the person according to their qualification.			0.791	
Settlement in the new work stations is usually first			0.806	
Placement of candidates on appropriate position based on competence			0.692	
The county has policies and regulation guiding placement process			0.556	
The county strictly follow policies and regulation guiding placement			0.618	
Total Variance Explained				
Initial Eigenvalues	6.852	2.792	2.471	1.673
% of Variance	27.41	11.17	9.884	6.69
Cumulative %	27.41	38.579	48.463	55.153
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.741		
Bartlett's Test of Sphericity Approx. Chi-Square		1860.581		
	df	300		
	Sig.	0.00		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.

Source: *(Survey Data, 2023)*

4.5.3 Factor Analysis for Organizational culture

The investigation included a factor analysis to scrutinize the organizational culture, and the results are presented in Table 4.5. To assess the sampling adequacy, the Kaiser-Meyer-Olkin (KMO) Measure was employed, yielding a favorable value of 0.79, surpassing the recommended threshold of 0.5, in accordance with the guidance of Hair et al. (2010). Additionally, the Bartlett's Test demonstrated a significant p-value of 0.000, with a Chi-Square value of 852.88 (df = 21), confirming the appropriateness of the dataset for factor analysis. The outcomes revealed a singular component within organizational culture, elucidating 54.567% of the variance. Among the initially retained eight items, six exhibited factor loadings exceeding the suggested value of 0.50 (Hair et al., 2014), underscoring their significance in shaping the identified component. However, two items with loadings below 0.5 were dropped from further analysis to enhance precision.

Table 4.6: Factor Analysis of Organizational culture

	Component 1
Employees actively participate in the decision-making process.	0.657
Delegation of authority empowers individuals to take independent actions.	0.769
The company's processes are highly adaptable and readily modifiable.	0.724
Decisions are informed by customer feedback.	0.771
The organization maintains a steadfast set of principles.	0.725
There is strong alignment between objectives and hierarchical levels.	dropped
Both employees and managers grasp the necessary steps for long-term success.	dropped
A unified vision for the future of the company is shared.	0.577
Total Variance Explained	
Initial Eigenvalues	3.302
% of Variance	41.277
Cumulative %	41.277
KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.703
Bartlett's Test of SphericityApprox. Chi-Square	385.68
df	28
Sig.	0.000

Extraction Method: Principal Component Analysis.
a 1 components extracted.

Source: *(Survey Data, 2023)*

4.6 Reliability Analysis

The study generated Cronbach's Alpha table to enhance the reliability of the instruments. The study considered Cronbach's Alpha coefficient of 0.7 and above, Hair *et al.* (2010) recommends that composite reliability values larger than .70 as sufficient for data collection to proceed. The questionnaire items that did not attain the threshold were dropped or edited. The findings in Table 4.6 indicate that quality service delivery had a coefficient of 0.826, recruitment process had a coefficient of 0.847, selection process had a coefficient of 0.933, induction training had a coefficient of 0.920 while organizational culture had a coefficient of 0.840. All the constructs depicted that the value of Cronbach's Alpha was greater than 0.7 and thus, the study constructs were reliable. Hair *et al*. (2010) recommends that composite reliability values should be larger than .70.

Table 4.7: Reliability Analysis

	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Quality service delivery	0.886	0.887	12
Recruitment process	0.863	0.864	7
Selection process	0.801	0.801	6
Induction training	0.669	0.673	5
Organizational culture	0.728	0.721	6

Source: *(Survey Data, 2023)*

4.7 Descriptive Statistics

4.7.1 Descriptive Statistics for Quality service delivery

Table 4.8 presents an overview of the respondents' perceptions regarding various dimensions of quality service delivery in the county, based on descriptive statistics. The findings suggest that, on average, the county is perceived positively across multiple aspects. Respondents indicate that the county possesses up-to-date equipment (Mean =

3.49, SD = 0.78) and has visually appealing physical facilities (Mean = 3.82, SD = 0.73), showcasing an overall satisfaction with the county's infrastructure. The perceived dependability of the county (Mean = 3.76, SD = 0.72) aligns with a sense of reliability among the respondents.

Moreover, the study reveals positive sentiments regarding the responsiveness of county employees. Respondents believe that employees deliver services as promised (Mean = 3.73, SD = 0.69) and are prompt in responding to customer requests (Mean = 3.92, SD = 0.69). Additionally, the high mean scores for attributes such as employees being willing to help customers (Mean = 3.97, SD = 0.96), trustworthy (Mean = 3.97, SD = 0.79), polite (Mean = 4.05, SD = 0.74), and providing personal attention (Mean = 4.11, SD = 0.73) collectively suggest a favorable perception of the behavior and demeanor of county employees.

The overall mean for Service Quality is 3.83 (SD = 0.52), indicating a positive aggregate perception of service quality in the county. The low standard deviation further underscores a high level of consensus among respondents regarding the quality of services provided. These results affirm a generally positive view of the county's service delivery, emphasizing the importance of employee behavior, infrastructure, and overall responsiveness in shaping these perceptions.

Furthermore, the low skewness and kurtosis values, falling within the acceptable range, indicate that responses were approximately normally distributed for all items. This suggests that the reported perceptions are well-balanced and typical among the respondents, reinforcing the reliability and generalizability of the findings.

Table 4.8: Quality service delivery

n=146	Mean	Std. Deviation	Skewness	Kurtosis
The county has up to date equipment	3.49	0.78	-0.48	0.98
The county's physical facilities are visually appealing	3.82	0.73	-0.23	-0.15
This county is dependable	3.76	0.72	0.39	-0.98
When this county employees promises to do something by a certain time, they do so	3.64	0.88	-0.79	0.66
When you have a problem, county employees are sympathetic and reassuring	3.65	0.80	-0.10	-0.44
The county employees provide services at the time they promise to do so	3.73	0.69	-0.09	-0.16
You receive prompt services from the employees of this county	3.92	0.69	-0.15	-0.24
Employees of this county are always willing to help customers.	3.97	0.96	-1.13	1.47
Employees of this county are not too busy to respond to customer requests promptly	3.90	0.76	-0.40	-0.04
You can trust the employees of this county	3.97	0.79	-0.70	1.33
Employees of this county are polite	4.05	0.74	-0.50	0.15
Employees of this county gives you personal attention	4.11	0.73	-0.18	-1.12
Service Quality	**3.83**	**0.52**	**0.24**	**-0.43**

Source: *(Survey Data, 2023)*

4.7.2 Descriptive Statistics for Recruitment process

The findings from Table 4.9 illuminate several key aspects of the county's recruitment process. Firstly, it is evident that the county actively engages in advertising and sending recruitment messages for all positions, as indicated by a mean score of 3.55, suggesting a proactive communication approach. The associated standard deviation of 0.88 implies a moderate level of variability in how respondents perceive this practice.

Similarly, respondents, on average, perceive that information for recruitment positions in the county is appealing for quality candidates (Mean = 3.68, Standard Deviation = 0.82). This finding suggests that the county's efforts in crafting recruitment information

align with the aim of attracting high-caliber candidates. The standard deviation of 0.82 indicates a moderate level of variability in respondents' opinions about the appeal of the recruitment information.

Furthermore, the findings indicate a positive sentiment among respondents regarding the absence of discrimination in the recruitment process (Mean = 3.90, Standard Deviation = 0.66). This suggests a general belief among respondents that the recruitment process is fair and unbiased. The low standard deviation of 0.66 implies a consistent agreement among respondents.

Moreover, respondents, on average, perceive that there is identification of hiring needs (Mean = 3.80, Standard Deviation = 0.72), recruitment planning (Mean = 3.82, Standard Deviation = 0.78), publication of job descriptions and policies (Mean = 3.79, Standard Deviation = 0.86), and transparent shortlisting of applicants (Mean = 3.90, Standard Deviation = 0.80). These results collectively suggest a shared positive perception of various facets of the recruitment process within the county. The standard deviations for these aspects indicate moderate variability in respondent opinions.

The overall mean for the Recruitment Process is 3.78, indicating that county staff generally agree on most aspects of the recruitment process, affirming the existence of a structured recruitment process. The low standard deviation of 0.59 implies a high level of agreement among respondents, further supporting the notion of a cohesive perception among county staff regarding the recruitment process. For all items in Table 4.9, the skewness values range from -1.11 to -0.48, and kurtosis values range from -0.05 to 2.60. These values fall within the acceptable range (less than 3 for both skewness and kurtosis), indicating that the responses for all items were approximately normally

distributed. This suggests a balanced and typical distribution of opinions among the respondents, enhancing the reliability of the findings.

Table 4.9: Descriptive Statistics for Recruitment process

n=146	Mean	Std. Deviation	Skewness	Kurtosis
There is recruitment message/advert for all County positions.	3.55	0.88	-0.52	0.58
Information for recruitment position in counties are appealing for quality candidates.	3.68	0.82	-0.93	1.73
There is no discrimination in recruitment process	3.90	0.66	-0.49	0.82
There is identification of hiring needs	3.80	0.72	-0.58	1.16
There is recruitment planning in the county	3.82	0.78	-1.11	2.60
There is publication of job description and policy	3.79	0.86	-0.87	1.17
The is transparent shortlisting of applicants	3.90	0.80	-0.48	-0.05
Recruitment Process	**3.78**	**0.59**	**-0.96**	**1.74**

4.7.3 Descriptive Statistics for Selection process

Table 4.10 provides an insightful exploration of the respondents' perspectives on the Selection Process within the county, offering valuable descriptive statistics. The findings indicate an overall positive perception of the selection procedures. Respondents affirm that the interview process is conducted fairly (Mean = 3.87, SD = 0.75), highlighting a perceived sense of impartiality in the assessment of candidates. Furthermore, the commitment to the 30% inclusion of minorities in the selection process is acknowledged (Mean = 3.75, SD = 0.89), indicating a proactive approach toward diversity and inclusivity.

Respondents also express confidence in the efforts made by selection panels to align the attributes of applicants with the job requirements (Mean = 3.89, SD = 0.71) and

report that job candidates are treated professionally during the selection process (Mean = 3.82, SD = 0.80). The fairness of panel composition for jobs in counties is generally perceived positively (Mean = 3.78, SD = 0.91), suggesting a sense of equity in the selection committee's structure. Moreover, respondents believe that there is no political influence on the selection of applicants (Mean = 3.82, SD = 0.79), emphasizing the importance of merit-based selection practices.

The overall mean for the Selection Process is 3.82 (SD = 0.57), indicating a collective agreement among respondents regarding the fairness and effectiveness of the county's selection procedures. The low standard deviation reflects a high level of consensus, affirming the uniformity in perceptions among the participants.

Notably, the skewness and kurtosis values for all items fall within the acceptable range, with skewness ranging from -0.76 to -0.17 and kurtosis from -0.71 to 0.93. These values suggest a normal distribution of responses.

Table 4.10: Descriptive Statistics for Selection process

n=146	Mean	Std. Deviation	Skewness	Kurtosis
Conduct of interview is done fairly	3.87	0.75	-0.29	0.43
The county adheres to the 30% inclusion of minorities	3.75	0.89	-0.32	-0.31
There is effort on the part of the panel to match attributes of applicants to the job	3.89	0.71	-0.20	-0.16
Job candidates are given professional treatment in selection	3.82	0.80	-0.32	-0.30
In my opinion, the panel composition for jobs in counties are fair	3.78	0.91	-0.76	0.86
There is no political influence on selection of applicants	3.82	0.79	-0.51	0.93
Selection Process	**3.82**	**0.57**	**-0.17**	**-0.71**

Source: *(Survey Data, 2023)*

4.7.4 Descriptive Statistics for Induction training

Table 4.11 sheds light on the respondents' perceptions of the Induction Training practices within the county, providing valuable descriptive statistics. The findings indicate an overall positive perception of the induction training procedures, with a mean of 3.62 (SD = 0.86), signifying a generally agreeable stance among respondents. The low standard deviation implies a moderate level of variability in perceptions, showcasing a degree of consensus among participants.

Specifically, respondents recognize the importance of support from senior management and colleagues for new employees (Mean = 3.44, SD = 0.86), highlighting the significance of a supportive work environment for the integration of new hires. The county's commitment to conducting orientation and induction training for newly employed individuals is acknowledged, with a mean of 3.47 (SD = 0.73), indicating a positive perception of the onboarding process.

Moreover, respondents affirm that the introduction to co-workers has played a beneficial role in their job performance (Mean = 3.67, SD = 0.77), emphasizing the positive impact of social integration within the workplace. The induction of newly transferred and promoted staff is perceived positively (Mean = 3.84, SD = 0.72), suggesting a successful assimilation of employees into their new roles.

The overall mean for Induction Training is 3.61 (SD = 0.52), indicating a collective agreement among respondents regarding the effectiveness of the county's induction training practices. The low standard deviation underscores a high level of consensus, affirming the uniformity in perceptions among the participants. In terms of distribution, the skewness and kurtosis values for all items fall within the acceptable range, with

skewness ranging from -0.79 to -0.14 and kurtosis from 0.44 to 2.20. These values suggest a normal distribution of responses

Table 4.11: Descriptive Statistics for Induction training

	Mean	Std. Deviation	Skewness	Kurtosis
n=146	3.62	0.86	-0.77	1.37
There is support from seniors management and colleagues for new employees	3.44	0.86	-0.79	1.31
The county conduct orientation and induction training for the newly employed	3.47	0.73	-0.14	0.89
Introduction to co-workers has helped me to perform well in my duties	3.67	0.77	-0.55	1.03
The county induct newly transferred and promoted staff	3.84	0.72	-0.76	2.20
Induction Training	**3.61**	**0.52**	**-0.18**	**0.44**

Source: *(Survey Data, 2023)*

4.7.5 Descriptive Statistics for Employee Placement

Table 4.12 provides overview of respondents' perceptions regarding Employee Placement within the county, presenting key descriptive statistics. The findings suggest an overall positive perception of the employee placement practices, with an overall mean of 3.76 (SD = 0.50), reflecting a high level of consensus among respondents. Respondents acknowledge that employees are placed on job stations according to job requirements (Mean = 3.67, SD = 0.82), indicating an alignment between employee skills and job specifications. Furthermore, the practice of offering positions to individuals based on their qualifications is perceived positively, with a mean of 3.76 (SD = 0.64), affirming the merit-based nature of placement decisions.

The settlement process in new workstations is generally perceived favorably (Mean = 3.63, SD = 0.88), suggesting a smooth transition for employees into their new roles. Placement of candidates in appropriate positions based on competence is well-received,

as indicated by a mean of 3.84 (SD = 0.55), highlighting the county's commitment to placing employees in roles that align with their skills.

The county's adherence to policies and regulations guiding the placement process is recognized positively, with a mean of 3.86 (SD = 0.78), underscoring the importance of standardized procedures in placement decisions. Additionally, the perception that the county strictly follows these policies and regulations is affirmed (Mean = 3.82, SD = 0.86), further emphasizing a commitment to transparent and systematic placement practices The overall mean for Employee Placement is 3.76 (SD = 0.50), indicating a high level of agreement among respondents regarding the effectiveness and fairness of the county's employee placement processes. The low standard deviation suggests a high level of consensus among participants.

Table 4.12: Descriptive Statistics for Employee Placement

n=146	Mean	Std. Deviation	Skewness	Kurtosis
Employees are placed on the job station according to the requirements of the job.	3.67	0.82	-0.90	2.04
The positions are offered to the person according to their qualification.	3.76	0.64	0.09	-0.38
Settlement in the new work stations is usually first	3.63	0.88	-1.30	2.36
Placement of candidates on appropriate position based on competence	3.84	0.55	-0.08	0.09
The county have policies and regulation guiding placement process	3.86	0.78	-0.63	1.30
The county strictly follow policies and regulation guiding placement process	3.82	0.86	-0.81	1.44
Employee Placement	**3.76**	**0.50**	**-0.62**	**1.02**

Source: *(Survey Data, 2023)*

4.7.6 Descriptive Statistics for Organizational culture

Table 4.13 presents a detailed overview of respondents' perceptions regarding Organizational Culture within the county, offering key descriptive statistics. The

findings suggest an overall positive perception of the organizational culture, with an overall mean of 3.76 (SD = 0.50), indicating a high level of agreement among respondents.

Respondents acknowledge that employees actively participate in the decision-making process (Mean = 3.75, SD = 0.85), reflecting a culture that values employee input and involvement in organizational decisions. The delegation of authority to empower individuals for independent actions is well-received, as indicated by a mean of 4.01 (SD = 0.71), highlighting a culture that fosters autonomy and empowerment.

The perception that the company's processes are highly adaptable and readily modifiable is positive, with a mean of 3.73 (SD = 0.84), underscoring the flexibility and responsiveness of organizational processes. Additionally, decisions being informed by customer feedback is perceived favorably (Mean = 3.71, SD = 0.76), indicating a customer-centric approach in organizational decision-making. The organization maintaining a steadfast set of principles is recognized positively, with a mean of 3.98 (SD = 0.71), reflecting a commitment to core values. Although a unified vision for the future of the company is shared (Mean = 3.69, SD = 1.09), the higher standard deviation suggests a broader range of opinions on this aspect.

The overall mean for Organizational Culture is 3.76 (SD = 0.50), indicating a high level of consensus among respondents regarding the positive aspects of the county's organizational culture. The low standard deviation suggests a high level of agreement among participants. In terms of distribution, skewness and kurtosis values within the acceptable range (-0.88 to -0.30 for skewness, -0.08 to 1.60 for kurtosis) indicate a normal distribution of responses across all items.

Table 4.13: Descriptive Statistics for Organizational culture

n=146	Mean	Std. Deviation	Skewness	Kurtosis
Employees actively participate in the decision-making process.	3.75	0.85	-0.88	1.60
Delegation of authority empowers individuals to take independent actions.	4.01	0.71	-0.48	0.39
The company's processes are highly adaptable and readily modifiable.	3.73	0.84	-0.59	0.60
Decisions are informed by customer feedback.	3.71	0.76	-0.30	0.38
The organization maintains a steadfast set of principles.	3.98	0.71	-0.56	1.33
A unified vision for the future of the company is shared.	3.69	1.09	-0.64	-0.08
Organizational Culture	**3.76**	**0.50**	**-0.62**	**1.02**

Source: *(Survey Data, 2023)*

4.8 Data transformation

The presented outcomes showcase the transformation of original categorical Likert scale data into interval data, epitomized by means, enabling a quantitative examination of the variables. Each variable pertains to a distinct concept, and the means denote the average rating on the transformed interval scale. Concurrently, the standard deviations offer insights into the dispersion of responses around the means. For Quality service delivery the mean of 3.82 suggests that respondents, on average, demonstrated a moderate level of compliance with quality service delivery. In the realm of the "Recruitment process," the mean of 3.67 signifies a slightly favorable perception of recruitment process. The Selection process garnered a mean score of 3.76, indicative of a relatively positive perception selection process. Similarly, the variable Induction training received a mean score of 3.56, suggesting a generally perceived fair approach to induction process. Finally, the mean score of 3.69 for "Organizational culture. Through this transformation into means, the data facilitates numerical comparisons and statistical analyses of the diverse constructs measured by the variables.

Table 4.14: Data transformation

n=146	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
Service Quality	1.83	5.00	3.82	0.60	-0.31	0.67
Recruitment Process	1.71	5.00	3.67	0.63	-0.89	1.26
Selection Process	1.50	5.00	3.76	0.68	-0.71	0.62
Induction Training	1.20	5.00	3.56	0.61	-1.04	2.98
Employee Placement	1.00	5.00	3.68	0.67	-1.65	4.63
Organizational Culture	1.00	5.00	3.69	0.64	-1.63	5.00

4.9 Assumption of Regression Model

4.9.1 Normality

This study conducted normality tests, employing the Kolmogorov-Smirnov and Shapiro-Wilk methods, as recommended by Ghasemi and Zahediasi (2012) and Garson (2012), to ensure the appropriateness of the data for multivariate analysis. The results presented in Table 4.15 indicate that the normality of the data was not compromised, as evidenced by the non-significant outcomes of the Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests for each variable. Specifically, the K-S statistic for unstandardized and standardized residuals was 0.072 with a p-value of 0.062, while the S-W statistic was 0.982 with a p-value of 0.057. These findings suggest that the assumption of normality was not violated, affirming the suitability of multivariate analysis for the data distribution in this investigation. The Lilliefors Significance Correction further supports the robustness of the normality assessment.

Table 4.15: Normality Test

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.072	146	0.062	0.982	146	0.057
Standardized Residual	0.072	146	0.062	0.982	146	0.057

a Lilliefors Significance Correction

Source: *(Survey Data, 2023)*

4.9.2 Multicollinearity

In examining the potential presence of multicollinearity, two widely used methods, Pearson's bivariate correlations and Variance Inflation Factor (VIF), were employed. Multicollinearity arises when independent variables exhibit a high correlation with each other. The correlation matrix provides insights into these bivariate correlations, with a general guideline that correlation coefficients should be below 0.80 to negate multicollinearity. Additionally, VIF values above 10 suggest the likely presence of multicollinearity, and tolerance values below 0.1 also indicate this issue. The findings in Table 4.16 present reassuring results, as all VIF values for the independent variables were below 10. Specifically, the VIF values were 1.567 for Recruitment Process, 1.236 for Selection Process, 2.39 for Induction Training, 3.996 for Employee Placement, and 3.292 for Organizational Culture. These outcomes indicate no substantial multicollinearity concerns among the predictor variables. Furthermore, tolerance values were above 0.1 for all variables, affirming the absence of multicollinearity. Consequently, the results suggest that the independent variables in the study do not exhibit problematic levels of multicollinearity.

Table 4.16: Multicollinearity

	Collinearity Statistics	
	Tolerance	**VIF**
Recruitment Process	0.638	1.567
Selection Process	0.809	1.236
Induction Training	0.418	2.39
Employee Placement	0.25	3.996
Organizational Culture	0.304	3.292

Source: *(Survey Data, 2023)*

4.9.3 Linearity Test

ANOVA is one of many tests offered by SPSS that is capable of being used to evaluate the linearity assumption (Field, 2009; Garson, 2012). According to the general rule, an ANOVA's p-value of less than 0.05 indicates that the correlation between independent variables is linear, and a p-value of more than 0.05 indicates that the association deviates from linearity (Hair et al., 2010). According to table 4.14, which summarizes the results of the linearity tests, there is a linear relationship between quality service delivery and recruitment process (F = 259.751, p =.000), selection process (F = 212.254, p =.000), and induction training (F = 199.727, p =.000). The overall results indicate that all independent variables and the dependent variable (Quality service delivery) have a substantial linear connection. This result shows that the linearity assumption is valid, allowing regression analysis to be used to establish the cause-and-effect relationship between the variables under consideration.

Table 4.17: Linearity Test

	ANOVA for linearity	
	F	**Sig.**
Quality service delivery * Recruitment process	259.751	0.000
Quality service delivery * Selection process	212.254	0.000
Quality service delivery * Induction training	199.727	0.000
Quality service delivery * Employee Placement	317.001	0.000
Quality service delivery * Organizational Culture	213.307	0.000

Source: *(Survey Data, 2023)*

4.9.4 Heteroscedasticity Test

To evaluate homoscedasticity, an essential assumption in linear regression models, Levene's test was conducted to examine whether the variances of errors are equal across different levels of independent variables. Homoscedasticity is violated if the p-value of Levene's test is statistically significant (i.e., less than 0.05). In this study, the results displayed in Table 4.18 indicate that homoscedasticity is not a concern.

Levene's statistics were calculated for each variable, and the associated p-values were examined. For Service Quality the Levene statistic is 4.206 with a p-value of 0.889. Similarly, for Recruitment Process the Levene statistic is 0.017 with a p-value of 0.895. Selection Process has a Levene statistic of 0.341 with a p-value of 0.56. Induction Training has a Levene statistic of 1.743 with a p-value of 0.189. "Employee Placement has a Levene statistic of 0.527 with a p-value of 0.469. Finally, "Organizational Culture has a Levene statistic of 0.069 with a p-value of 0.793.

The non-significant p-values across all variables suggest that the assumptions of homoscedasticity are met, indicating that the variances of errors are approximately equal for each variable. Therefore, the linear regression models used in this study are robust with respect to homoscedasticity.

Table 4.18: Heteroscedasticity Test

	Levene Statistic	df1	df2	Sig.
ServiceQuality	4.206	1	144	0.889
Recruitment Process	0.017	1	144	0.895
Selection Process	0.341	1	144	0.56
Induction Training	1.743	1	144	0.189
Employee Placement	0.527	1	144	0.469
Organizational Culture	0.069	1	144	0.793

Source: *(Survey Data, 2023)*

4.10 Correlation Analysis

Correlation analysis was conducted to examine the relationships between various variables in this study. Table 4.19 presents the correlation results, showcasing the strength and significance of these relationships. The correlation coefficient ranges from -1 to 1, where positive values indicate a positive relationship, negative values indicate a negative relationship, and 0 indicates no relationship.

The relationship between Recruitment Process and Service Quality was found to be strongly positive and significant ($\rho = 0.596$, $p < 0.01$). However, the relationship between Selection Process and Service Quality was also insignificant ($\rho = 0.135$, $p > 0.01$). The findings further revealed a positive and significant correlation between Induction Training and Service Quality ($\rho = 0.602$, $p < 0.01$). Aadditionally, there was a positive and significant correlation between Employee Placement and Service Quality ($\rho = 0.614$, $p < 0.01$), suggesting that as scores on these variables increase, there is a corresponding increase in Service Quality. Moreover, there was a positive and significant correlation between Organizational Culture and Service Quality ($\rho = 0.484$, $p < 0.01$). Additionally, there was a positive and significant correlation between Organizational Culture and Service Quality ($\rho = 0.484$, $p < 0.01$). These results indicate that as scores on the Recruitment Process, Selection Process, Induction Training, and Organizational Culture variables increase, there is a corresponding increase in Service Quality. The correlation coefficients provide insights into the strength and direction of these relationships, offering valuable information for understanding the interplay between different aspects of the study.

Table 4.19: Correlation Analysis

	SQ	RP	SP	IT	EP	OC
Service Quality (SQ)	1	.596**				
Recruitment Process (RP)	.596**	1				
Selection Process (SP)	0.135	.219**	1			
Induction Training (IT)	.602**	.527**	.374**	1		
Employee Placement (EP)	.614**	.566**	0.13	.693**	1	
Organizational Culture (OC)	.484**	.506**	.214**	.651**	.824**	1

** Correlation is significant at the 0.01 level (2-tailed).

Source: *(Survey Data, 2023)*

4.11 Regression Analysis

4.11.1 Model Summary

The model summary, depicted in Table 4.20, provides crucial insights into the fit of the regression model for quality service delivery. It includes key indicators such as the R-squared value, adjusted R-squared value. The R-squared value indicates the percentage of the variance in the dependent variable that is explained by the model. The adjusted R-squared value adjusts for the number of independent variables in the model. The model summary, as depicted in Table 4.20, provides a comprehensive assessment of the regression model's effectiveness in predicting service quality based on multiple predictors, including Employee Placement, Selection Process, Recruitment Process, and Induction Training. R-squared value of 0.506 suggests that approximately 50.6% of the variability in service quality can be attributed to the considered predictors. The adjusted R-squared, accounting for model complexity, remains high at 0.492. The standard error of the estimate, measuring the average distance between observed and predicted values, is 0.4297, indicating a relatively accurate fit. The inclusion of Employee Placement, Selection Process, Recruitment Process, and Induction Training as predictors collectively enhances the model's predictive capability.

Table 4.20: Model Summary

Model Summaryb				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.711a	0.506	0.492	0.4297

a Predictors: (Constant), Employee Placement, Selection Process, Recruitment Process, Induction Training
b Dependent Variable: Service Quality
Source: *(Survey Data, 2023)*

4.11.2 ANOVA Model

The ANOVA model, as depicted in Table 4.21, substantiates the statistical significance of the joint prediction made by the independent variables—Employee Placement, Selection Process, Recruitment Process, and Induction Training—in relation to Quality Service Delivery. The results unveil a highly significant F-statistic of 36.092 ($\rho = .000$), affirming the goodness of fit of the model in explaining the variance observed in service quality.

Table 4.21: ANOVA Model

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.657	4	6.664	36.092	.000b
	Residual	26.035	141	0.185		
	Total	52.692	145			

a Dependent Variable: Service Quality
b Predictors: (Constant), Employee Placement, Selection Process, Recruitment Process, Induction Training
Source: *(Survey Data, 2023)*

4.11.3 Hypotheses Testing and Discussion of Results

Results from the regression analysis were conducted to examine the impact of HR processes on service quality delivery in Kajiado County. Hypothesis 1, which posited that there is no significant effect of the recruitment process on quality service delivery, was rejected based on the significant coefficients of estimate ($\beta_1 = 0.323$, p-value =

$0.000 < \alpha = 0.05$). Therefore, HR processes positively service quality delivery in Kajiado County. This implies that for each unit increase in the recruitment process, there was a substantial 0.323 unit increase in quality service delivery, indicating a positive influence. The findings align with existing literature and contribute to the broader understanding of HR processes. Aziz (2017) highlighted the interconnectedness of HR processes, where recruitment not only directly influences service quality but also affects subsequent processes like selection, which, in turn, impacts overall performance.

The literature by Egbert, Fischer, and Bredl (2013), Kanu (2015), Karia et al. (2016), Jonathan, Moses, and Willis (2014), and Onchari, Iravo, and Munene (2014) further reinforces the importance of employee hiring processes in organizational performance. These studies highlight the positive correlation between recruitment, selection, and overall performance. The specific focus on SMEs in Kisumu Municipality by Jonathan, Moses, and Willis (2014) adds depth to the discussion, emphasizing the relevance of attracting, screening, and sourcing in measuring performance. the findings of the current study are consistent with the existing literature, emphasizing the pivotal role of recruitment processes in influencing quality service delivery. The interconnected nature of HR processes, as suggested by Aziz (2017), supports the idea that a well-executed recruitment process contributes significantly to positive organizational outcomes.

Hypothesis 2, stated that There is no significant influence of selection process on quality service delivery in Kajiado County. The selection process had insignificant coefficients of estimate ($\beta_2 = -0.078$, p-value $= 0.236 > \alpha = 0.05$), thus, the null hypothesis was rejected was accepted this infers that selection process has no effect quality service delivery in Kajiado County. Contrary Gamage (2014), Okusolubo

(2013), John, Raymond & Caroline (2014), Ukpafe (2014), Ulasi (2011), Ikwesi (2010), and Ghana Djabatey (2012) contribute to the broader context by shedding light on factors influencing the selection process and its implications for organizational outcomes. While these studies highlight the importance of effective recruitment and selection for organizational success, the specific findings of the current study challenge the notion that the selection process directly influences quality service delivery in Kajiado County. The divergence between the current findings and existing literature suggests that the impact of the selection process on service quality delivery may vary across different contexts and organizational settings. It prompts further exploration into the unique factors or circumstances in Kajiado County that contribute to the observed non-significant relationship.

The results contradicting Hypothesis 3, which posited no significant effect of induction training on quality service delivery in Kajiado County, align with the findings of various scholars. The significant coefficients of estimate for induction training ($\beta 3 = 0.299$, p-value $= 0.001 < \alpha = 0.05$) indicate a meaningful and positive impact on quality service delivery, suggesting that each unit increase in induction training corresponds to a substantial 0.299 unit increase in service quality. This resonates with the perspectives of Armstrong (2017), Stewart and Brown (2019), Hendricks and Louw-Potgieter (2012), Chidambaram et al. (2013), Ndebele (2013), Mabaso (2012), Rutaihwa (2013), and Kebenei (2014), all of whom emphasize the importance of well-structured induction programs in enhancing employee efficiency, morale, commitment, and motivation. The findings concur with the notion that induction training serves as a crucial mechanism for integrating new employees into their roles, fostering a positive organizational culture, and aligning them with the institution's expectations. The agreement between these research results and the broader literature underscores the

strategic significance of a robust induction process in Kajiado County for improving service quality delivery. Organizations in the region could benefit from aligning their practices with the proven positive impacts of induction training, thus contributing to enhanced service quality

Hypothesis 4, which proposed that employee placement has no significant influence on quality service delivery, the null hypothesis was rejected based on the significant coefficients of estimate ($\beta_4 = 0.234$, p-value = $0.009 < \alpha = 0.05$). Thus, employee placement had positive and significant effect on quality service delivery in Kajiado County. This implies that each unit increase in employee placement led to a 0.234 unit increase in quality service delivery. This aligns with the perspectives of Mathis & Jackson (2011), Manullang (2012), Silalahi & Mifka (2015), Yuniarsih (2016), Badriyah (2017), and Sarina et al. (2016), who assert that the placement of employees significantly influences various aspects, including job satisfaction, organizational commitment, performance quantity, and quality. The findings agree with the notion that proper employee placement is vital for organizational success, fostering personal growth, motivation, and performance optimization. Conversely, faulty placement can lead to poor employee performance, jeopardizing organizational efficiency and integrity. The convergence of these research results with existing literature emphasizes the strategic importance of thoughtful and effective employee placement practices in Kajiado County.

Table 4.22: Coefficients of Estimate

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	1.120	0.279		4.010	0.000
Recruitment Process	0.308	0.071	0.323	4.359	0.000
Selection Process	-0.069	0.058	-0.078	-1.189	0.236
Induction Training	0.294	0.089	0.299	3.296	0.001
Employee Placement	0.211	0.080	0.234	2.633	0.009

a Dependent Variable: Service Quality

Source: *(Survey Data, 2023)*

4.12 Moderating Effect of Organizational culture

The study sought to determine the moderating effect of Organizational culture on the relationship between recruitment process, selection process, induction training and employee placement and Quality service delivery in Kajiado County. A hierarchical regression model was employed to determine the moderation. The findings are shown in table 4.23.

For H_{05a}, the analysis indicates that organizational culture significantly moderates the relationship between Recruitment process (RP) and Quality service delivery in Kajiado County. The significant positive moderating effect of organizational culture on the relationship between recruitment process ($\beta = 0.13$, $p < 0.05$) indicates that the positive effect of recruitment process on Quality service delivery in Kajiado County strengthen when Organizational culture is high. The R-squared change ($R^2\Delta = 0.37$) demonstrates that the introduction of organizational culture in the model explains an additional 37% variance in Quality service delivery in Kajiado County. Thus, Therefore, H_{05a} is rejected, indicating that Organizational culture does have a significant moderating effect on the relationship between recruitment process and Quality service delivery in Kajiado County. This finding suggests that having a high organizational culture that

support recruitment, the positive impact of recruitment process on c Quality service delivery increases.

In model 5, results showed that Organizational culture significantly moderates the relationship between Selection process (SP) and Quality service delivery in Kajiado County. The significant negative interaction term between organizational culture and selection process ($\beta = -0.27$, $p < 0.05$) implies that the positive effect of selection process on compliance weakens when Organizational culture is high. The R-squared change ($R^2\Delta = 0.01$) shows that the inclusion of Organizational culture in the model explains an additional 1% variance in Quality service delivery in Kajiado County. Therefore, H_{05b} is rejected, indicating that Organizational culture does have a significant moderating effect on the relationship between Selection process and Quality service delivery in Kajiado County.

For H_{05c}, the results in model 6 indicate that Organizational culture does not significantly moderate the relationship between Induction training (IT) and Quality service delivery in Kajiado County. The non-significant interaction term between Organizational culture and Induction training (IT * OC) ($\beta = -0.01$, $p > 0.05$) implies that the effect of Organizational culture on the relationship is not significant. The R-squared change ($R^2\Delta = 0.00$) indicates that the inclusion of organizational culture in the model has a minimal impact on the variance explained by quality service delivery in Kajiado county. Therefore, H_{05c} is accepted, indicating that organizational culture does not have a significant moderating effect on the relationship between induction training and quality service delivery in Kajiado county. This finding suggests those Induction training may positively influence Quality service delivery, regardless of the low or high Organizational culture.

For H_{05d}, the results in model 7 indicate that organizational culture does not significantly moderate the relationship between Employee placement (EP) and Quality service delivery in Kajiado County. The non-significant interaction term between Organizational culture and Employee placement (EP * OC) implies that the effect of Organizational culture on the relationship is not substantial. Therefore, The R-squared change ($R^2\Delta = 0.00$) indicates that the inclusion of Organizational culture in the model has a minimal impact on the variance explained by Quality service delivery in Kajiado County thus H_{05d} is accepted. This indicates that Organizational culture does not have a significant moderating effect on the relationship between Employee placement and Quality service delivery in Kajiado County. This finding suggests that offering Employee placement can increase Quality service delivery in Kajiado County, regardless of the Organizational culture.

Table 4.23: Hierarchical Regression Analysis

Variables	**Model 1**	**Model 2**	**Model 3**	**Model 4**	**Model 5**	**Model 6**	**Model 7**
Constant	3.79(0.28)*	-0.04(0.44)	-0.40(0.51)	-1.91(1.22)	-3.40(1.35)*	-3.37(1.52)*	-2.62 (1.65)
Control variables							
Employee gender	0.14 0.05)*	-0.03(0.04)	-0.03(0.04)	-0.00(0.04)	-0.01(0.04)	-0.01(0.04)	-0.01(0.04)
Employee age	0.09(0.07)	0.06(0.05)	0.07(0.05)	0.04(0.05)	0.03(0.05)	0.03(0.05)	0.04(0.05)
Recruitment process (RP)		0.20(0.07)*	0.21(0.07)*	0.49(0.21)*	0.18(0.24)	0.18(0.25)	0.25(0.27)
Selection process (SP)		0.25(0.09)*	0.25(0.08)*	0.28(0.09)*	0.85(0.26)*	0.86(0.28)*	0.89(0.28)*
Induction Training (IT)		0.29(0.09)*	0.30(0.09)*	0.32(0.09)*	0.36(0.09)*	0.35(0.29)	0.49(0.318)
Employee placement (ER)		0.26(0.09)*	0.29(0.09)*	0.29(0.09)*	0.32(0.09)*	0.32(0.09)*	-0.09 (0.38)
Organizational culture (TC)			0.06(0.04)	0.61(0.41)	1.10(0.45)*	1.09(0.51)*	0.73(0.60)
RP*OC				-0.13(0.09)*	0.03(0.11)	0.03(0.12)	0.00(0.12)
SP*OC					-0.27(0.12)*	-0.27(0.13)*	-0.28(0.13)*
IT*OC						0.01(0.14)	-0.06 (0.15)
ER *OC							0.19 (0.17)
F statistics	13.64	26.46	23.63	21.47	21.01	18.83	17.43
R2	0.35	0.72	0.72	0.73	0.75	0.75	0.75
Adjusted R2	0.32	0.69	0.69	0.69	0.71	0.71	0.71
R2 change		0.37	0.00	0.01	0.02	0.00	0.00

Values of standardized beta coefficients, with standard errors in Parenthesis

*p < .05

**p < 0.1 (2 tailed test)

4.13 Modgraphs

The research employed the modgraph technique, as suggested by Jose (2008), to demonstrate the enhancing moderating effects. Following the guidelines of Aiken and West (1991), a moderation graph was utilized to investigate the interaction between the variables of interest, specifically organizational culture, at different levels of the moderator. Surprisingly, Figure 4.1 revealed that higher levels of Organizational culture led to a negatively steeper slope between recruitment process and Quality service delivery in Kajiado County. This indicates an antagonistic effect, meaning that the presence of the moderator reverses the effect of the predictor on the outcome variable. In this context, Organizational culture was found to negatively and significantly moderate the relationship between recruitment process, selection process and Quality service delivery in Kajiado County.

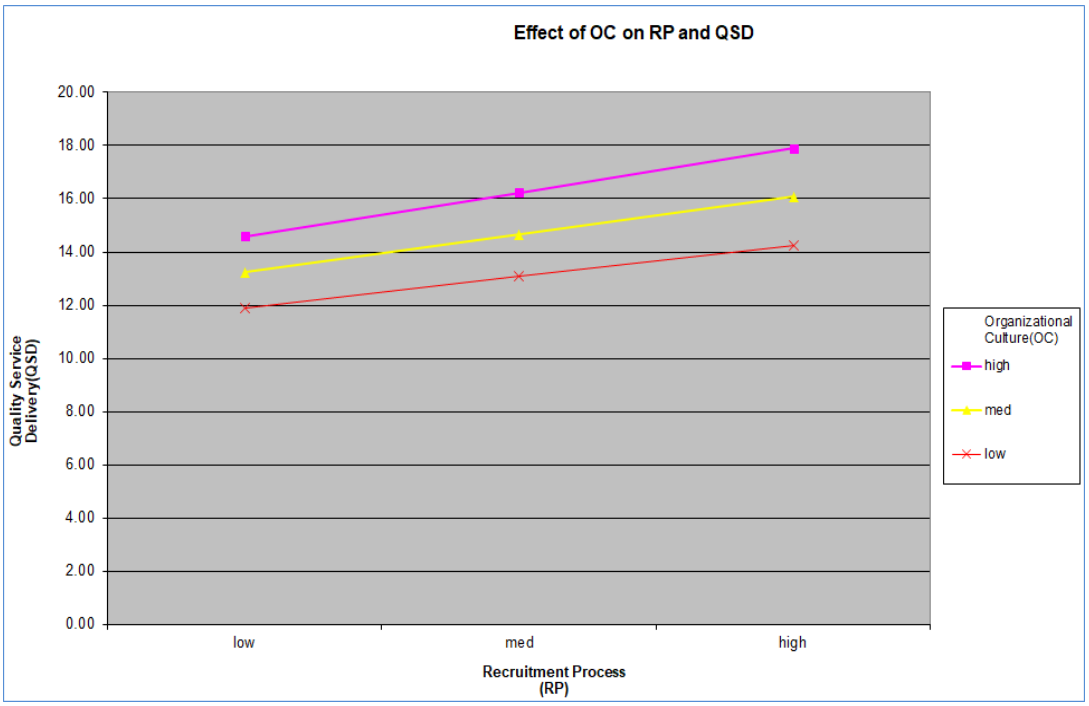

Figure 4.1: Modgraph for Moderating Effect of Organizational culture on Recruitment process and Quality service delivery in Kajiado County

The modgraph in Figure 4.3 further supports the finding that higher levels of Organizational culture have a negative impact on the relationship between selection process and Quality service delivery in Kajiado County. As Organizational culture increases, the effect of selection process on Quality service delivery in Kajiado County weakens. This finding is important as it highlights the importance of considering the complexity of the tax system when designing and implementing selection process strategies to enhance compliance among commercial property owners.

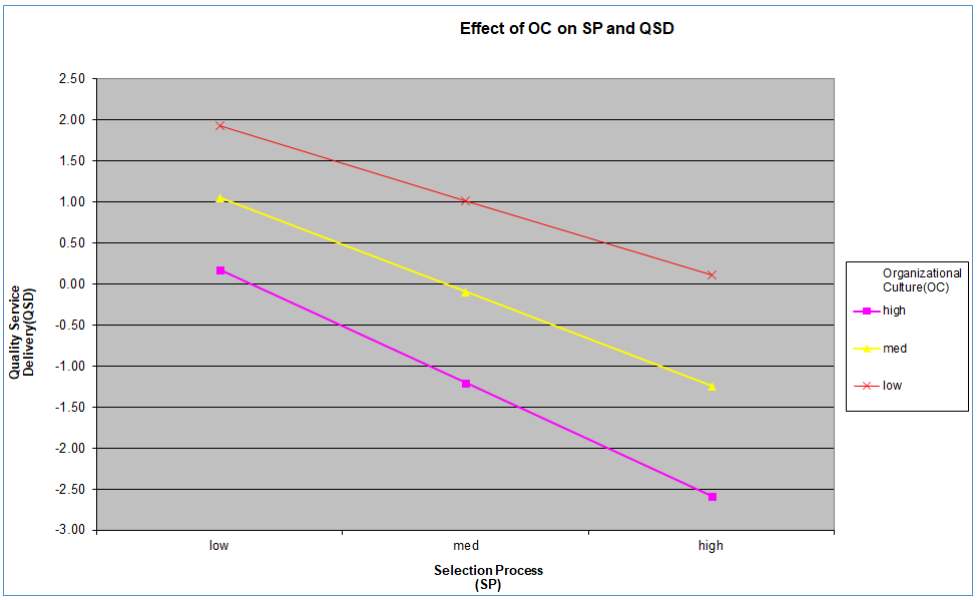

Figure 4.2: Modgraph for Moderating Effect of Organizational culture on Selection process and Quality service delivery in Kajiado County

4.14 Summary of Hypotheses Testing Results

The results presented in Table 4.21 below indicated the summary of both multiple and hierarchical regression models. Thus, the table shows (R^2) and Δ in (R^2) for both main and interaction effects as well as the decision on the formulated hypothesis.

Table 4.24: Summary of Hypotheses Testing Results

Hypothesis Formulated	**Beta (β)**	**ρ – values**	**R^2**	**Decision**
Main Effects				
H_{O1}: There is no significant effect of recruitment process on quality service delivery in Kajiado County.	0.323	0.000		Rejected
H_{O2}: There is no significant influence of selection process on quality service delivery in Kajiado County.	-0.078	0.236		Accepted
H_{O3}: There is no significant effect of induction training on quality service delivery in Kajiado County.	0.299	0.001	0.506	Rejected
H_{O4}: Employee placement has no significant influence on quality service delivery in Kajiado County	0.234	0.009		Rejected
Moderation – organizational culture	**Beta (β)**	**ρ – values**	**$R^2\Delta$**	
H_{O5a}: There is no significant moderating effect of organizational culture on the relationship between recruitment process and quality service delivery in Kajiado County	0.13	0.000	0.01	Rejected
H_{O5b}: There is no significant moderating effect of organizational culture on the relationship between selection process and quality service delivery in Kajiado County	-0.27	P<0.05	0.02	Rejected
H_{O5c}: There is no significant moderating effect of organizational culture on the relationship between induction training and quality service delivery in Kajiado County	0.01	p.>0.05	0.000	Accepted
H_{O5d}: There is no significant moderating effect of organizational culture on the relationship between employee placement and quality service delivery in Kajiado County	0.19	p.>0.05	0.000	Accepted

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter encapsulates the study's key findings, conclusions, and recommendations aligned with its objectives. The research focused on determining the impact of the recruitment process, selection process, and induction training on service quality, while also exploring the moderating effect of organizational culture on the relationship between employees' hiring processes and service quality delivery. The response rate for the administered questionnaires was commendable, 82.02% were deemed valid for data analysis, ensuring the reliability and accuracy of the collected data

5.2 Summary of Findings

In descriptive for county’s recruitment process indicated the active communication and appeal of recruitment messages suggest a concerted effort to attract high-quality candidates. The perceived absence of discrimination underscores a sense of fairness in the process. Positive sentiments extend to key elements such as identifying hiring needs, recruitment planning, publishing job descriptions and policies, and transparent shortlisting. The overall high level of agreement among county staff, highlighted by a, reinforces the notion of a cohesive and positively perceived recruitment process within the county. These findings collectively suggest that the county's recruitment practices are generally effective and well-regarded by its staff. In addition, the findings from the regression analysis showed that HR recruitment process had sportive and significant effect on service quality delivery in Kajiado County. The regression analysis further supports the idea that strategic and effective HR practices, particularly in the recruitment process, contribute positively to enhancing service quality within the county.

The descriptive statistics on the Selection Process within the county unveil an overwhelmingly positive evaluation. The results indicate a perceived fairness in the interview process, a commitment to diversity, and a alignment of applicant attributes with job requirements. Respondents exhibit confidence in the professionalism of the selection panels and express belief in the equitable composition of these panels. Additionally, the absence of political influence in the selection process is acknowledged. The overall mean of 3.82 signifies a collective agreement among respondents regarding the fairness and effectiveness of the county's selection procedures. However, in contrast to these positive findings, the results from regression analysis reveal that the selection process has no significant effect on quality service delivery.

The descriptive analysis of induction training within the county suggests a generally positive perception among respondents, indicating an overall agreement with the procedures. Specifically, participants value support from senior management and colleagues, appreciate the efforts in orientation and induction training, and emphasize the importance of social integration. Moreover, the induction of newly transferred and promoted staff is seen as successful. These findings are further substantiated by regression results indicating a significant and positive correlation between induction training and service quality, highlighting the effectiveness of the county's induction training practices in enhancing service quality.

The descriptive statistics for employee placement within the county reveal an overall positive perception among respondents. Key findings indicate that employees are placed on job stations according to job requirements, demonstrating an alignment between employee skills and job specifications. The practice of offering positions based

on qualifications is perceived positively, affirming the merit-based nature of placement decisions. Additionally, the settlement process in new workstations is generally perceived favorably, indicating a smooth transition for employees into their new roles. The county's adherence to policies and regulations guiding the placement process is also recognized positively, emphasizing the importance of standardized procedures. Moreover, there is a high level of agreement among respondents regarding the effectiveness and fairness of the county's employee placement processes, supported by a positive correlation between employee placement and Service Quality. Regression results showed that there is a significant and positive effect on quality service delivery according to regression analysis.

The descriptive statistics for Organizational Culture within the county reveal an overall positive perception among respondents, with an overall mean indicating a high level of agreement. Respondents value employee participation in decision-making processes, reflecting a culture that emphasizes employee involvement and empowerment. Additionally, the perception of adaptable processes, customer-centric decision-making, and commitment to core values further highlights positive aspects of the organizational culture. While there is a shared vision for the company's future, opinions vary to some extent. The correlation analysis indicates a significant positive relationship between Organizational Culture and Service Quality, suggesting that a positive culture contributes to higher service quality. Furthermore, the moderation analysis reveals that Organizational Culture significantly moderates the relationship between Recruitment and Selection processes and quality service delivery, emphasizing the critical role of culture in shaping organizational outcomes. However, Organizational Culture does not significantly moderate the relationship between Induction Training and Employee Placement processes and quality service delivery.

5.3 Conclusions

Based on the comprehensive assessment of the county's recruitment process, it is evident that the practices play a central role in shaping the delivery of service quality. The positive aspects revealed, such as effective communication, appeal to potential candidates, and a perceived absence of discrimination, collectively establish the credibility and efficacy of the recruitment process. The high level of consensus among county staff further reinforces the conclusion that the recruitment practices are well-regarded and contribute positively to the overall service quality. This finding suggests that the county's commitment to maintaining a fair and structured recruitment approach aligns with the positive perceptions of its workforce, highlighting the integral role of recruitment in fostering a conducive environment for delivering quality services.

The evaluation of the Selection Process within the county indicates limitations in positively influencing quality service delivery. This limitation may stem from insufficient commitment to diversity, misalignment with job requirements, perceived low professionalism, and inequitable composition of selection panels. Respondents acknowledge the presence of political influence, suggesting potential challenges in ensuring a merit-based selection process. These shortcomings underscore the need for a more thorough examination and improvement of elements within the selection process. Enhancing commitment to diversity, ensuring alignment with job requirements, improving professionalism, and promoting equitable panel composition are crucial steps to address the identified issues. Moreover, minimizing political influence can contribute to creating a more transparent and effective selection process, ultimately fostering improved service quality delivery within the county.

Based on the findings, the study concludes that induction training in the hiring process is key to enhancing quality services in county government. Highlighting the importance of support from senior management and colleagues, effective orientation, and induction training efforts, along with the positive impact of social integration on job performance, the study underscores the significance of investing in comprehensive induction programs. Additionally, the successful assimilation of newly transferred and promoted staff further demonstrates the effectiveness of the county's induction training program. These results emphasize the critical role of induction training in not only integrating employees into their roles but also in fostering a supportive work environment conducive to organizational effectiveness and employee satisfaction.

Employee placement as a hiring practice is vital for improving service quality because alignment between employee skills and job specifications, coupled with the merit-based nature of placement decisions, underscores the effectiveness and fairness of the county's placement practices. Additionally, the recognition of smooth settlement processes and adherence to policies and regulations further supports the overall positive evaluation of employee placement. The high level of agreement among respondents, along with the positive correlation with service quality and significant effects on service delivery, highlights the importance of employee placement in enhancing organizational effectiveness and performance within Kajiado County. These findings emphasize the critical role that employee placement plays in ensuring that the right individuals are in the right positions, thereby maximizing productivity, efficiency, and ultimately, the quality of services delivered to the community.

Based on results, Organizational Culture plays a critical role in shaping the hiring process (Recruitment and Selection processes) in fostering quality services within

Kajiado County. organizational culture directly influence how recruitment and selection processes are carried out. When a culture values employee participation and empowerment, it is more likely to involve employees in the recruitment and selection processes, ensuring that diverse perspectives are considered and that candidates who align with the organization's values and goals are selected. Additionally, an adaptable culture encourages flexibility in recruitment strategies to attract the best talent, while a customer-centric culture ensures that candidates are selected based on their ability to meet customer needs. Moreover, a shared vision for the company's future, even with slightly varying opinions, indicates alignment among employees, which can positively impact recruitment efforts by attracting candidates who are aligned with the organization's long-term goals

5.4 Recommendations

5.4.1 Practice and Management

Building on the effective recruitment practices identified, it is recommended that the county continues its proactive communication strategies and maintains transparency in the recruitment process. Regular evaluations and updates to recruitment policies can ensure ongoing effectiveness. Additionally, exploring ways to further enhance the appeal of recruitment messages may attract an even higher quality of candidates.

Management should strive to maintain and strengthen the positive aspects of the selection process identified by respondents, such as fairness, diversity, and professionalism. This involves ongoing training and development for selection panel members to ensure consistent adherence to best practices and ethical standards. Additionally, management should address any concerns regarding the ineffectiveness

of the selection process in improving service delivery by implementing measures to monitor and evaluate the impact of hiring decisions on service quality.

Management should maintain a focus on employee placement practices that emphasize meritocracy, fairness, and adherence to regulations. This involves providing ongoing training and development for personnel involved in placement decisions to ensure consistency and alignment with organizational goals. Furthermore, management should leverage the positive correlation between employee placement and service quality to underscore the importance of effective placement practices in achieving organizational objectives. Additionally, managers should actively monitor and evaluate the impact of placement decisions on service delivery to identify areas for improvement and optimize placement processes accordingly. By embracing best practices and fostering a culture of transparency and accountability, management can further enhance the effectiveness and fairness of employee placement within Kajiado County. These efforts contributed to creating a supportive work environment and maximizing the potential of the workforce, ultimately leading to improved organizational outcomes and service delivery excellence.

The findings suggest that management should continue to invest in and prioritize induction training as a vital component of employee onboarding and development. Managers should strive to create a supportive work environment that fosters social integration and provides new employees with the resources and support they need to succeed. Furthermore, managers should actively engage in the induction process, emphasizing the importance of support from senior management and colleagues. By prioritizing induction training and fostering a culture of support, managers can

contribute to a positive employee experience, ultimately leading to higher levels of job satisfaction, performance, and retention within the organization.

Management should continue to nurture and reinforce the positive aspects of Organizational Culture identified by respondents. This involves fostering an environment that encourages and values employee participation, empowerment, and innovation. Management should also prioritize ongoing training and development to enhance adaptability and customer-centricity within the organization. Additionally, managers should actively promote and uphold the county's core values, serving as role models for employees. Furthermore, managers should ensure that recruitment and selection processes are aligned with the county's cultural values, promoting transparency and fairness. By embracing and fostering a positive organizational culture, management can enhance employee satisfaction, productivity, and ultimately, service delivery quality within Kajiado County.

5.4.2 Implication to theory

The results indicated significant effects of recruitment, induction training, and employee placement on service delivery, as per Human Capital Theory and Resource-Based View Theory, suggesting that investing in human capital and aligning employee skills with job requirements positively impacts service quality. However, the selection process did not show a significant influence, underscoring areas for improvement in the hiring process. Furthermore, the findings revealed that organizational culture moderates the relationship between the recruitment process and service delivery, aligning with the Organizational Culture Model. Additionally, the moderating effect of organizational culture on the selection process highlights its role in shaping service delivery outcomes. These results provide theoretical implications by emphasizing the importance of

organizational culture in enhancing the effectiveness of recruitment practices and ultimately improving service delivery

5.4.3 Policy implication

Policy implications suggest the need for sustained investment in HR practices, emphasizing the critical role of recruitment in shaping the overall service quality within county operations. Policymakers should consider aligning recruitment policies with best practices to ensure continued positive outcomes.

The positive evaluation of the selection process underscores the importance of policies that maintain and enhance fairness, professionalism, and diversity within the county's hiring practices. Policy-makers should prioritize initiatives aimed at ensuring transparency and objectivity in the selection process to uphold the perceived fairness expressed by respondents. Efforts should also focus on promoting diversity and equitable representation in selection panels to reinforce confidence in the process. However, the discrepancy between positive perceptions and service delivery outcomes highlighted by regression analysis warrants a reevaluation of existing policies to address potential gaps in effectiveness. Policies should be revised to ensure that the selection process not only maintains perceived fairness but also translates into tangible improvements in service quality.

Based on the findings, the study recommends need for policies that uphold and strengthen the merit-based and standardized procedures within the county's placement processes. Policy-makers should prioritize initiatives aimed at ensuring transparency, fairness, and adherence to regulations in employee placement decisions. Efforts should also focus on enhancing the alignment between employee skills and job specifications to maximize organizational performance. Additionally, policies should be designed to

facilitate smooth settlement processes for employees transitioning into new roles, fostering a positive work environment and minimizing disruptions. By implementing clear and comprehensive policies, the county can reinforce the positive perception of employee placement and ensure continued effectiveness in this critical aspect of human resource management. These measures will not only contribute to the overall satisfaction and productivity of employees but also enhance the county's ability to attract and retain top talent, ultimately leading to improved organizational outcomes and service delivery.

The positive perception of induction training practices within the county signals the need for policies that prioritize and support such initiatives. Policy-makers should consider allocating resources to ensure comprehensive induction training programs that provide new employees with the necessary support, resources, and social integration opportunities. Additionally, policies should focus on fostering a supportive organizational culture that values the induction process and encourages senior management and colleagues to actively engage in supporting new hires. By establishing clear policies that promote effective induction training, the county can enhance employee satisfaction, productivity, and overall organizational performance.

Based on the findings moderating role of Organizational Culture, the study highlights the need for policies that reinforce and sustain the positive aspects of the county's culture while addressing any areas of concern. Policy-makers should prioritize initiatives aimed at promoting employee participation, empowerment, adaptability, customer-centricity, and commitment to core values. Efforts should also focus on fostering a shared vision for the organization's future while acknowledging and respecting diverse perspectives. Furthermore, policies should be designed to ensure that

recruitment and selection processes align with the county's cultural values, emphasizing transparency, fairness, and inclusivity. By implementing clear and comprehensive policies, the county can foster a positive and supportive work culture conducive to organizational effectiveness and service delivery excellence.

5.5 Limitations of the Study

The researcher encountered several limitations during data collection. First, the county government's bureaucracy and secrecy made it difficult to obtain reliable information on time. To mitigate this, the researcher provided an introductory letter from the university to encourage transparency from management. Additionally, some respondents were hesitant to participate due to concerns about self-assessment. To address this, the researcher build rapport and assure respondents that their information will be kept confidential and used solely for academic research.

5.6 Recommendations for Further Research

While the study on determining the moderating effect of organizational culture on the relationship between employee hiring processes and service delivery in Kajiado County provides valuable contributions, it is constrained by several limitations. Firstly, the study focuses solely on four hiring processes (recruitment, selection process, induction training, and placement), potentially overlooking other factors influencing service delivery. Secondly, its geographical scope is limited to Kajiado County, which may limit the generalizability of findings to other contexts. Additionally, the study predominantly relies on quantitative data, potentially overlooking nuanced qualitative insights. Lastly, the study's exclusive focus on organizational culture neglects other potential moderating factors that could impact the relationship between hiring processes and service delivery.

Therefore, Future studies could explore additional hiring processes beyond recruitment, selection, induction training, and placement to provide a comprehensive understanding of their collective impact on service delivery outcomes. Moreover, expanding the study's geographical scope to encompass diverse regions would enhance the generalizability of findings and allow for cross-contextual comparisons. Additionally, incorporating qualitative research methods alongside quantitative approaches would provide richer insights into the complex dynamics at play. Furthermore, future research could explore alternative moderating factors beyond organizational culture, such as leadership styles or organizational structure, to gain a more nuanced understanding of their influence on hiring processes and service delivery. By addressing these recommendations, future studies can contribute to a more holistic understanding of the relationship between employee hiring processes and service delivery outcomes.

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APPENDICES

Appendix I: Letter of Introduction

Dear Respondent,

I am a Masters student in Human Resource Management at Moi University, conducting a research titled: **Moderating Effect of Organizational Culture on the Relationship Between Employee Hiring Process and Service Delivery in Kajiado County**, Kenya. Since you are better placed to provide information required for this study, I have selected you as my study respondent. You are kindly supposed to rate yourself as per the question items given. Please take a few minutes to respond to the questionnaire items. I assure you that your answers are completely confidential and will be used for academic purposes only. Your participation in facilitating this study was highly appreciated**.**

Thanks in advance for your assistance.

Appendix II: Questionnaire

Instructions

Please tick (√) or fill in the blanks as appropriate and respond to all items.

Section A: Background information

1. Your Gender?

   Female [ ] Male [ ]

2. Kindly indicate your age bracket?

   20 – 30 [ ] 31- 40 [ ] 41 – 50 [ ] Above 50 [ ]

3. Please indicate your work experience?

   Below 2 years [ ] 3 – 5 years [ ] 6 – 9 years [ ] above 10 years [ ]

4. Kindly indicate your highest educational qualification?

   Postgraduate [ ] Undergraduate [ ] Diploma [ ]

SECTION B: RECRUITMENT OF EMPLOYEES

5. The following statements about recruitment of employees in county government of Kajiado. Kindly indicate your level of agreement or disagreement with each of the statements using the following scale: where **1** = Strongly Disagree **(SD); 2** = Disagree **(D); 3** = Neutral **(N); 4** = Agree **(A);** and **5** = Strongly Agree **(SA),**

		1	2	3	4	5
R1	There is recruitment message/advert for all County positions.					
R2	Information for recruitment position in counties are appealing for quality candidates.					
R3	There is no discrimination in recruitment process					
R4	There is identification of hiring needs					
R5	There is recruitment planning in the county					
R6	There is publication of job description and policy					
R7	The is transparent shortlisting of applicants					
R8	Recruitment of staff is based on merit					

SECTION C: SELECTION OF EMPLOYEES

6. The following statements about selection of employees in county government of Kajiado. Kindly indicate your level of agreement or disagreement with each of the statements using the following scale: where **1** = Strongly Disagree **(SD); 2** = Disagree **(D); 3** = Neutral **(N); 4** = Agree **(A);** and **5** = Strongly Agree **(SA),**

		1	2	3	4	5
S1	Conduct of interview is done fairly					
S2	The county adheres to the 30% inclusion of minorities					
S3	There is effort on the part of the panel to match attributes of applicants to the job					
S4	Job candidates are given professional treatment in selection					
S5	In my opinion, the panel composition for jobs in counties are fair					
S6	There is no political influence on selection of applicants					

SECTION D: INDUCTION TRAINING OF EMPLOYEES

The following statements about induction training of employees in county government of Kajiado. Kindly indicate your level of agreement or disagreement with each of the statements using the following scale: where **1** = Strongly Disagree **(SD); 2** = Disagree **(D); 3** = Neutral **(N); 4** = Agree **(A);** and **5** = Strongly Agree **(SA),**

		1	2	3	4	5
IT1	New employee training cover all aspects for the job and county policies					
IT2	There is support from seniors management and colleagues for new employees					
IT3	The county conduct orientation and induction training for the newly employed					
IT4	Introduction to co-workers has helped me to perform well in my duties					
IT5	The county induct newly transferred and promoted staff					

SECTION E: EMPLOYEE PLACEMENT

The following statements about employee Placement in county government of Kajiado. Kindly indicate your level of agreement or disagreement with each of the statements using the following scale: where **1** = Strongly Disagree **(SD); 2** = Disagree **(D); 3** = Neutral **(N); 4** = Agree **(A);** and **5** = Strongly Agree **(SA),**

		1	2	3	4	5
EP1	Employees are placed on the job station according to the requirements of the job.					
EP2	The positions are offered to the person according to their qualification.					
EP3	Settlement in the new work stations is usually first					
EP4	Placement of candidates on appropriate position based on competence					
EP5	The county has policies and regulation guiding placement process					
EP6	The county strictly follows policies and regulation guiding placement process					

SECTION: ORGANIZATION CULTURE IN COUNTY GOVERNMENT

7. The following statements about organization culture in county government of Kajiado. Kindly indicate your level of agreement or disagreement with each of the statements using the following scale: where **1** = Strongly Disagree **(SD);2** = Disagree **(D);3** = Neutral **(N);4** = Agree **(A);** and **5** = Strongly Agree **(SA),**

		1	2	3	4	5
OC1	Employees actively participate in the decision-making process.					
OC2	Delegation of authority empowers individuals to take independent actions.					
OC3	The company's processes are highly adaptable and readily modifiable.					
	Decisions are informed by customer feedback.					
OC4	The organization maintains a steadfast set of principles.					
OC5	There is strong alignment between objectives and hierarchical levels.					
OC6	Both employees and managers grasp the necessary steps for long-term success.					
OC7	A unified vision for the future of the company is shared.					

Appendix III: Questionnaire for Customers

Please give answers in the spaces provided and tick (√) in the box that matches your responses to the questions where applicable.

PART A: Demographic and Respondents profile.

Gender

Male [ ] Female [ ]

What is your age bracket?

Below 25 years [ ]

25-30 years [ ]

30-35 years [ ]

35-40 years [ ]

40-45 years [ ]

45-50 years [ ]

Above 50 years [ ]

What is your highest level of education qualification?

Certificate [ ]

Diploma [ ]

Bachelors' degree [ ]

Masters degree [ ]

PhD [ ]

PART B: QUALITY SERVICE DELIVERY

To what extend do you agree with the following statements regarding the effects of quality of health care service on delivery of quality healthcare services?

	Tangibility dimension	1	2	3	4	5
1	The county has up to date equipment					
2	The county's physical facilities are visually appealing					
3	This county is dependable					
4	The county keeps its records accurately.					
	Reliability dimension					
5	When this county employees promises to do something by a certain time, they do so					

6	When you have a problem, county employees are sympathetic and reassuring					
7	The county employees provide services at the time they promise to do so					
	Responsiveness dimension					
8	You receive prompt services from the employees of this county					
9	Employees of this county are always willing to help customers.					
10	Employees of this county are not too busy to respond to customer requests promptly					
	Assurance dimension					
11	You can trust the employees of this county					
12	Employees of this county are polite					
	Empathy dimension					
13	Employees of this county gives you personal attention					
14	Employees of this county know what your needs are					

Appendix IV: Data Collection Authorization Letter

MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS

Tel: 0722271134
0722685969
0715245347
Fax No: (053) 43047
Telex No. MOIVARSITY 35047

P.O. Box 3900
Eldoret.
Kenya

RE: MU/SBE/PGR/ACD/21B **DATE:** 30th August 2023

TO WHOM IT MAY CONCERN:

RE: PRISCAH MOSOMBA RAWUA -SHRD/PGH/048/16

The above named is a bonafide student of Moi University School of Business and Economics, undertaking **Master of Science in Human Resource Development** degree.

She has successfully completed the coursework, defended her proposal, and is proceeding to the field to collect data for her research titled: ***"Employee Hiring Process, Organizational Culture and Quality Service Delivery in Kajiado County"***

Any assistance accorded to her will be highly appreciated.

Yours faithfully,

SCHOOL OF BUSINESS & ECONOMICS
MOI UNIVERSITY
P.O. Box 3900 ELDORET-30100

DR. RONALD BONUKE
POSTGRADUATE CHAIR, SCHOOL OF BUSINESS AND ECONOMICS

/vc

Appendix V: NACOSTI Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **960849**

Date of Issue: **27/September/2023**

RESEARCH LICENSE

This is to Certify that Ms.. Priscah Mosomba Rawua of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kajiado on the topic: EMPLOYEE HIRING PROCESS, ORGANIZATIONAL CULTURE AND QUALITY SERVICE DELIVERY IN KAJIADO COUNTY, KENYA for the period ending : 27/September/2024.

License No: **NACOSTI/P/23/29846**

960849

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions