

The Recruitment and Selection Practices, Person Organization Fit and Employment Opportunities Policies Influence on Employee Performance in the County Governments in Kenya

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Abstract: In Kenya, following the promulgation of the new constitution, county governments are implementing most policies and priorities in accordance with national development agenda. As a labour intensive enterprise, county governments require quality employees as it directly relates to how well the county performs. This paper investigates how county governments can utilize a combination of recruitment and selection practices, person organization fit and employment policies for improved employee performance. The study findings pointed that recruitment and selection practices, person organization fit and employment policies such as equal employment opportunity have a direct significant influence on employee performance at 5% level. However, the interaction among the factors (recruitment/selection practices, person organization fit and employment policies) does not influence employee performance. This study recommends that county governments should enhance their recruitment and selection process through better human resource planning, adopt appropriate organizational culture that can attract intended employees and job characteristics. Improvement of information provided during recruitment process, their ability to gauge employee job competencies and fairness of their selection in order to improve employee performance. In addition, efforts by county governments to accurately estimate the person-organization fit of their prospective employees and promote fair employment policies such as equal employment opportunities is critical because it influences employee performance.

Keywords: Recruitment and selection practices, person-organization fit.

INTRODUCTION

Recruiting people with right skill set to the public service is essential to delivering high quality and responsive services [1]. Bhardwaj and Punia [2] emphasize the importance of recruitment, selection to an organization as it affects employee productivity, training needs, and hence costs related to employee development, and staff turnover among organization members. Public sector HRM is becoming more flexible and similar to the private sector in content and character in a bid to meet these challenges. Hence, with better talent acquisition, employee engagement improves and so does the productivity [3]. Maximizing team engagement, motivation, and retention through due diligence in talent acquisition is vital in today's highly competitive environment. Only a talent resourcing process, that is well-defined and well-executed from start to finish yields consistent, complete results as well as being of competitive advantage in the struggle for talent. Diogo [4], the strategic role of such a human resource paradigm is likely to help significantly in the achievement of national goals and objectives. Besides, such a recruitment and selection approach rooted in professionalism and ethics will allow an organization the opportunity to find the best candidate for an open position, but it also provides a potential candidate the opportunity to assess the organization for right-fit [5].

The county governments have become the frontiers of social and economic development that underpin the national quest for economic progress as guided by vision 2030. It is therefore imperative for the county governments to be able to refine and implement comprehensive merit system as the basis for civil service professionalism [6]. Recruitment, selection, and advancement of county civil servants ought to be on merit after fair and open competition as well as on the competency framework. The situation is complicated further by the fact that the recruitment and selection process of county staff is also supposed to follow the constitutional quota system of one third-gender rule [7]. Therefore, for county governments to achieve their missions and make a positive impact on the citizens that they serve, it is imperative for them to become an employer of choice and to be regarded as a great place to work both for existing and potential employees. The present study will investigate the role played by recruitment and selection practices, person-

organization fit and employment policies of county governments in Kenya as an antecedent of employee job performance.

RESEARCH METHODOLOGY

A descriptive survey design was used to help fulfill the aims of the study. Descriptive survey provided more control over the research process since it is possible to generate findings that are representative of the whole population at a lower cost than collecting the data for the whole population. The study was carried in the County Governments of Kenya. The target population consisted of all the employees of the county governments of Kenya. At the time of the survey, there were approximately 58,617 employees in all the counties. Employees at the junior cadre were omitted. The respondents represented a diverse mix of public occupations, some of which included medical doctors, building inspectors, community health workers, registered nurses, police officers, management analysts, caseworkers, secretaries, social workers, district attorneys, librarians, maintenance workers, detectives, animal control workers, and engineers. At county level, a purposive sampling technique was used to select Nairobi, Baringo, Nakuru, Uasin Ngishu, Trans-Nzoia and Bungoma counties.

The following formula was used to come up with appropriate sample for the study [8].

$$n = \frac{NC^2}{C^2 + (N - 1)e^2}$$

Where: n = Sample size,
N = Population,
C = Coefficient of variation, which is fixed between 0 – 30%
e = Margin of error, which is fixed between 2-5%.

The sample size was calculated at 30% coefficient of variation, 2% margin of error and a population of 58617 county government employees who undergoes selection and recruitment process of a high to medium vigour.

Thirty percent (30%) coefficient of variation was used to ensure that the sample size was wide enough to justify the result being generalized for the 47 counties in Kenya. Two percent (2%) margin of error was used because the study was a cross sectional survey, whereby the independent variables were not to be manipulated. Using the above formula, a sample of 224 respondents was selected as shown in Table 1.

Table-1: Sample size distribution

| County | Sample Size | Percentage (%) |
|-------------|-------------|----------------|
| Baringo | 36 | 16.1% |
| Nairobi | 29 | 12.9% |
| Bungoma | 42 | 18.8% |
| Nakuru | 39 | 17.4% |
| Trans Nzoia | 38 | 17.0% |
| Uasin Gishu | 40 | 17.9% |
| Total | 224 | 100.0% |

Data was collected using a questionnaire. Validity of the instruments was taken into consideration by ensuring that content, construct, convergent validity and reliability of the instruments through the data collection tool as was pilot tested. Using Cronbach's alpha, an index greater than 0.7 for the questionnaire items was established. This implied that the reliability of the instrument was good.

To make meaning out of the data, an analysis was carried out with the help of SPSS Version 22.0 computer program. The data was analyzed using the descriptive statistics (mean, standard deviations and percentages) as well as inferential statistics (Pearson's correlation coefficient, ordered logistic regression and structural equation modeling analysis). Correlation analysis was used to investigate the nature and direction of relationship between independent and dependent variable. Structural Equation Modeling (SEM) was used for the examination of multiple relationships between job performance and its dimensions, and the recruitment and selection antecedents [9]. Ordered logistic regression was used to determine the influence of recruitment and selection practices, person organization fit and recruitment/selection policies on employee performance in the County government in Kenya. The following regression equation was used:

$$Y_i = \beta_0 + \beta_1 X_i + u_i$$

Where:

Yi are the employee performance scores (parameter estimate) for each respondent

Xi are the independent variables (parameter estimate) for each respondent. In this study the independent variables included recruitment and selection practices, person organization fit and recruitment/selection policies (individually, as a combination or as interaction).

β_0 is the regression constant

β_1 is the coefficient for the recruitment and selection practices, person organization fit and recruitment/selection policies (individually, as a combination or as interaction).

ui are an unobservable error terms; a random disturbance

RESULTS AND DISCUSSION

Recruitment and selection practices in county governments in Kenya

In order to understand the dependent variable much better, this study sought to break down the employees' recruitment and selection processes into eight themes; human resource planning, recruitment methods, organization characteristics, job characteristics, recruitment message, selection competencies, selection tools and extent to which the selection process is perceived as fair. This study sought to determine the extent to which employees perceive that human resource planning is affected in their county government recruitment and selection processes.

Table-2: Extent of human resource planning in the recruitment and selection processes

| Statements | SD | D | U | A | SA | Total | Mean | Std. Dev |
|--|--------------|--------------|--------------|---------------|----------------|-----------------|-------|----------|
| The process of Recruitment & Selection starts with Human Resource Planning | 13 (6.0%) | 11 (5.1%) | 11 (5.1%) | 73 (33.8%) | 108 (50.0%) | 216 (100.0%) | 4.167 | 1.129 |
| The Line Managers propose areas that require recruitment | 10 (4.6%) | 13 (6.0%) | 16 (7.4%) | 83 (38.4%) | 94 (43.5%) | 216 (100.0%) | 4.102 | 1.078 |
| Employees are aware of the recruitment & selection processes. | 17 (7.9%) | 16 (7.4%) | 19 (8.8%) | 77 (35.6%) | 87 (40.3%) | 216 (100.0%) | 3.931 | 1.224 |
| My work roles were well specified. | 16 (7.4%) | 18 (8.3%) | 14 (6.5%) | 75 (34.7%) | 93 (43.1%) | 216 (100.0%) | 3.977 | 1.225 |

The distribution of the employee respondents on whether the process of recruitment and selection starts with human resource planning was varied as shown in Table 2. Majority of the county government employees strongly agreed that the process of recruitment and selection starts with human resource planning as represented by 50.0% of the total responses. This was closely followed by employee respondents who agreed with the statement as represented by 33.8% of the responses. It was just 5.1% and 6.0% of the respondents who disagreed and strongly disagreed about the statement, respectively. About 5.1% of the respondents were undecided about the statement.

Employee respondents had varied opinion on whether the line managers proposed areas that required recruitment as part of the process of recruitment and selection in their respective county governments as shown in table 6. Majority of the employees strongly agreed in support of the statement, "the line managers propose areas that require recruitment", as represented by 43.5% of the total responses. This was followed closely by employee respondents who agreed with the statement as represented by 38.4% of the responses. It was just 6.0% and 4.6% of the respondents who disagreed and strongly disagreed about the statement, respectively. About 7.4% of the respondents were undecided about the statement.

Regarding the statement whether employees are aware of the recruitment and selection processes carried out during employees' recruitment and selection process, this study noted that employees' respondents had varied opinion as shown in table 6. Majority of the sampled employees strongly agreed in its support as represented by 40.3% of the total responses. This was closely followed by employee respondents who agreed with the statement as represented by 35.6% of the responses. It was just 7.4 % and 7.9% of the respondents who disagreed and strongly disagreed about the statement, respectively. About 8.8% of the respondents were undecided about the statement.

The sampled county government employee respondents had varied opinion on whether their work roles were well specified during the recruitment and selection process as shown in table 6. Majority of the county government

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

The results in Table 6 shows that the most key aspect of human resource planning implemented by most county governments was to ensure that process of recruitment and selection started with focused planning as represented by a mean of 4.1667 with a standard deviation of 1.129. This was closely followed by the requirement that the line managers to propose areas that required recruitment as represented by a mean of 4.1019 with a standard deviation of 1.078. Employees' awareness of the recruitment and selection processes as part of human resource planning was ranked third as represented by a mean of 3.9306 with a standard deviation of 1.224. Specification of the employees work roles as part of human resource planning was ranked fourth as represented by a mean of 3.9769 with a standard deviation of 1.225. On average, the extent of human resource planning in county governments in Kenya was approximated as 4.0440 (with a standard deviation of .940) on a scale of 1 to 5 point in Likert-scale.

A variety of selection techniques were used during the recruitment of the sampled county government employees as depicted in Table 3.

Table-3: Selection techniques used during recruitment

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

The most popular selection technique as reported to have been used by majority of the respondents was found to be interviews (82.4%), references/testimonials (76.9%), situation judgement tests (76.4%) and bio data inventory (70.8%). Other methods of selection techniques employed included work samples (64.4%) and occupational tests (61.1%).

Table-4: Employees' perception about the fairness of the selection process

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

Most respondents perceived the selection process to be fair as indicated by 42.1% and 34.3% who agreed and strongly agreed, respectively, that they were able to really show their skills and abilities through the tests subjected to them. About 5.6% and 8.3% of the respondents disagreed and strongly disagreed on the statement, respectively.

However, about 9.7% of the respondents were not decided. The average score for the respondents rating of how best they could show their skills and abilities during the recruitment process was computed as 3.884 (with a standard deviation of 1.185) on a five point Likert scale.

Most respondents perceived the selection process to be fair as indicated by 40.3% and 33.8% who agreed and strongly agreed, respectively, that the test administered was the same to all applicants. About 8.8% and 4.2% of the respondents disagreed and strongly disagreed on the statement, respectively. However, about 4.2% of the respondents were not decided. The average score for the respondents rating of how best the test was administered to all applicants in the same way during the recruitment process was computed as 3.907 (with a standard deviation of 1.092) on a five point Likert scale.

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

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

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

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

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

Person-organization fit considerations on recruitment and selection process in county governments in Kenya

Table-5: Person-Organization Fit in County Governments in Kenya

| Statements | SD | D | U | A | SA | Total | Mean | Std. dev. |
|---|--------------|--------------|--------------|----------------|---------------|---------------|------|-----------|
| My personal values match my County’s values and culture | 11 (5.1%) | 9 (4.2%) | 12 (5.6%) | 96 (44.4%) | 88 (40.7%) | 216 (100%) | 4.12 | 1.04 |
| There is good fit between what my job offers & what I am looking for in a job | 8 (3.7%) | 12 (5.6%) | 17 (7.9%) | 105 (48.6%) | 74 (34.3%) | 216 (100%) | 4.04 | 1.00 |
| The attributes that I look for in a job are fulfilled well by my present job | 6 (2.8%) | 14 (6.5%) | 26 (12%) | 99 (45.8%) | 71 (32.9%) | 216 (100%) | 4.00 | 1.10 |
| My abilities and training are a good fit with the requirements of my job | 5 (2.3%) | 17 (7.9%) | 16 (7.4%) | 93 (43.1%) | 85 (39.4%) | 216 (100%) | 4.10 | 1.00 |

Table 5 shows that majority of the employee respondents reported that their personal values matched with those of their county governments' value and culture. Most of the employees agreed to the statement as represented by 44.4% and was closely followed by respondents who strongly agreed (40.7%). A few respondents (5.6%) were however undecided with others disagreeing (4.2%) and strongly disagreeing (5.1%). On a scale of 1 – 5, an average employee scored 4.12 with a standard deviation of 1.04 implying a high person – organization fit.

It can be seen from Table 5 that most of the county government employees claimed that there was a good fit between what their job offered and what they were looking for in their present job. Specifically, 48.6% of the respondents agreed to the statement while an additional 34.3% strongly agreed. Some respondents were however undecided (7.9%) with others disagreeing (5.6%) and strongly disagreeing (3.7%). On a Likert scale of 1 – 5, an average employee in the sample scored 4.042 (with a standard deviation of 0.990) on person-organization fit with respect to what the job offers and what the employee was looking for.

Table 5 shows that majority of the employee respondents reported that the attributes that they look for in a job were fulfilled well by their present job. Most of the employees agreed to the statement as represented by 45.8% and was closely followed by respondents who strongly agreed (32.9%). A few respondents were however undecided (12.0%) with others disagreeing (6.5%) and strongly disagreeing (2.8%). On a scale of 1 – 5, an average employee scored 3.995 with a standard deviation of 0.981 implying a high person – organization fit.

It is evident from Table 5 that most of the county government employees claimed that their abilities and training portrayed a good fit with their job requirements. Specifically, 43.1% of the respondents agreed to the statement while an additional 39.4% strongly agreed. Some respondents were however undecided (7.4%) with others disagreeing (7.9%) and strongly disagreeing (2.3%) on this issue. On a Likert scale of 1 – 5, an average employee in the sample scored 4.093 (with a standard deviation of 0.993) on person-organization fit with respect to a match between abilities and training with current job requirement.

Recruitment and selection policies in County Governments in Kenya

Respondents were requested to indicate how they agreed with a set of four statements that sought to determine their perception on how their governments were committed to implementation of various recruitment and selection policies. This is summarized in table 6.

Table-6: Employee perception of recruitment and selection policies practiced by their county governments

| | SD | D | U | A | SA | Total | Mean | Std. Dev. |
|---|--------------|--------------|---------------|---------------|---------------|---------------|-------|-----------|
| Explicit comm. about diversity recruitment efforts is available | 13 (6%) | 12 (5.6%) | 19 (8.8%) | 76 (35.2%) | 96 (44.4%) | 216 (100%) | 4.065 | 1.139 |
| My county gov. has active diversity policy | 4 (1.9%) | 18 (8.3%) | 40 (18.5%) | 84 (38.9%) | 70 (32.4%) | 216 (100%) | 3.917 | 1.003 |
| Quota system of one third gender rule is followed | 12 (5.6%) | 20 (9.3%) | 32 (14.8%) | 87 (40.3%) | 65 (30.1%) | 216 (100%) | 3.801 | 1.134 |
| Affirmative action objectives | 13 (6%) | 19 (8.8%) | 29 (13.4%) | 86 (39.8%) | 69 (31.9%) | 216 (100%) | 3.829 | 1.151 |

Most of the county government employees seemed to concur with the statement that their employer made explicit communication about diversity of the recruitment at the time of employment. Specifically, 44.4% of the respondents strongly agreed while an additional 35.2% agreed with the statement. On the other hand, it was just 5.6% and 6.0% of the respondents who disagreed and strongly disagreed, respectively. About 8.8% of the respondents were not decided. On a scale of 1 – 5, an average employee scored 4.065 with a standard deviation of 1.139 implying a high practice of fair employment policies.

As far as the statement, “My county government has active diversity policy” was concerned, most of the county government employees agreed with it. About 38.9% of the respondents agreed with an additional 32.4% strongly agreeing. On the contrary, side, a few respondents (8.3% and 1.9%) disagreed and strongly disagreed that their county governments had an active diversity policy. About 18.5% of the respondents were not decided. On a scale of 1 – 5, an average employee rated their county governments at 3.917 (with a standard deviation of 1.003) in terms of adhering to the active diversity policy, which still implied a high practice of fair employment policies.

Most county governments were perceived to adhere to quota system of one third-gender rule by the sampled respondents. About 40.3% and 30.1% of the respondents agreed and strongly agreed with the statement, respectively. On the other hand, about 9.3% and 5.6% of the respondents disagreed and strongly disagreed, respectively. However, about 14.8% of the respondents were not decided. On a scale of 1 – 5, an average employee rated their county governments at a score of 3.801 (with a standard deviation of 1.134) in terms of adherence to quota system of one-third gender rule which implied a high practice of fair employment policies.

Majority of the county governments were well practicing affirmative action objectives where women, physically challenged and minority were considered for job openings. About 39.8% of the respondents agreed with an additional 31.9% strongly agreeing. On the contrary, a few respondents (8.8% and 6.0%) disagreed and strongly disagreed to the statement that affirmative action was practiced. About 13.4% of the respondents were not decided. On a scale of 1 – 5, an average employee rated their county governments at a score of 3.829 (with a standard deviation of 1.151) in terms of adherence to affirmative action objectives, which implied a high practice of fair employment policies.

Influence of a combination of recruitment and selection practices, person-organization fit, recruitment and selection policies on employee performance

Use of SEM (Structural Equation Modeling) was employed to determine the influence of a combination of recruitment and selection practices, person-organization fit, and recruitment and selection policies on employee performance. The main purpose of SEM is to determine whether the model established a priori is valid or not [10]. This validation means to determine if the theoretical model is supported by the sample's data [11].

Model Specification

Two major models were generated in this study (one that was used in estimating direct influence of separate independent variables on the dependent variable and another that was used in estimating the influence of interaction between a set of independent variables on the dependent variable. A priori specification of the models to be tested out is as follow. The first model is working with RS-PO-EP (Direct-Model), and the second model uses RS (Interaction-Model). It is expected the effect of both RS-PO-EP and RS on employee performance to be positive. The purpose, then, is to find out whether these relationships are valid in recruitment and selection processes as antecedents of employee performance in county governments in Kenya.

Within the models, ovals represent the latent variable constructs (RS, PO, EP, RS-PO-EP and OP) while rectangles represent the indicators or questions of the survey which were used to measure each of the latent constructs. Arrows from the latent variable (factor) on the indicators represent the “factor loadings” and the ones connecting factors one to another is the “structure coefficients”. Small circles represent the respective measurement errors of the SEM model.

Three unique relationships are depicted in the RS-PO-EP-OP model. These relationships relate to (i) influence of recruitment and selection practices on employee performance, (ii) influence of person-organization fit on employee performance and, (iii) influence of employment policy on employee performance. Parallel, performance also loads on twelve different indicators. This means that RS-PO-EP-OP is supposed to predict performance, while performance is supposed to be measured by the aforementioned twelve indicators (observed variables).

Mathematically, model one represents three types of relationship; (i) Employee performance as a function of recruitment and selection practices, (ii) employee performance as a function of person-organization fit and, (iii) employee performance as a function of employment policies.

These relationships can be described as follow:

$$\text{Performance} = (\text{Structural Coefficient}) * (\text{RS}) + \text{Prediction Error}$$

$$\text{Performance} = (\text{Structural Coefficient}) * (\text{PO}) + \text{Prediction Error}$$

$$\text{Performance} = (\text{Structural Coefficient}) * (\text{EP}) + \text{Prediction Error}$$

The prediction error represents the portion of Performance that is not predicted by the latent variable [12].

The second relationship relates the latent variable to its observed variables (indicators represented by the questions in the survey). This relationship can be expressed as follow:

$$\text{Performance} = (\text{Factor Loading}^i) * (\text{Performance Construct}^j) + \text{Measurement Error}^j$$

$$\text{Performance} = (\text{Factor Loading}^i) * (\text{Recruitment and Selection Practices Construct}^j) + \text{Measurement Error}^j$$

$$\text{Performance} = (\text{Factor Loading}^i) * (\text{Person Organization Fit Construct}^j) + \text{Measurement Error}^j$$

$$\text{Performance} = (\text{Factor Loading}^i) * (\text{Organization Employment Policy Construct}^j) + \text{Measurement Error}^j$$

The Measurement Error is the portion of variance not explained by the regarding latent. This equation, therefore, is expressing the relationship between the latent variable and its observed variables, and it is part of the measurement model.

Before the analysis of the SEM structural model results in this study, the measurement model was tested. No change was introduced to the model, since the number of factors, the way the indicators related to factors and the relationships among indicators' errors was found to be satisfactory. The measurement model provides an assessment of convergent and discriminant validity whereas on the other hand, the structural model involves basically how latent factors relate one to another, thereby providing an assessment of predictive validity [13].

Means, standard deviations, and correlations of observed variables are presented in Table 7. All correlations among the observed variables are significant at 5% level.

Table-7: Means, standard deviations and correlation coefficients of some observed variables

| Variables | 1 | 2 | 3 | 4 |
|-------------------------------------|---------|---------|---------|--------|
| Employee performance | 1 | | | |
| Recruitment and selection practices | 0.3922* | 1 | | |
| Person-organization fit | 0.4969* | 0.4598* | 1 | |
| Recruitment and selection policies | 0.4957* | 0.4723* | 0.7084* | 1 |
| Mean | 3.9641 | 4.0440 | 4.0613 | 3.9028 |
| Std. Deviation | .69733 | .93965 | .78355 | .87227 |

Note: composite values were obtained by averaging the scores across items representing that measure. Correlations that are greater than or equal to 0.156 are assumed to significant at 5% level and below.

Results of RS-PO-RP model

As depicted in Figure 1, the proposed structural model fits the data well.

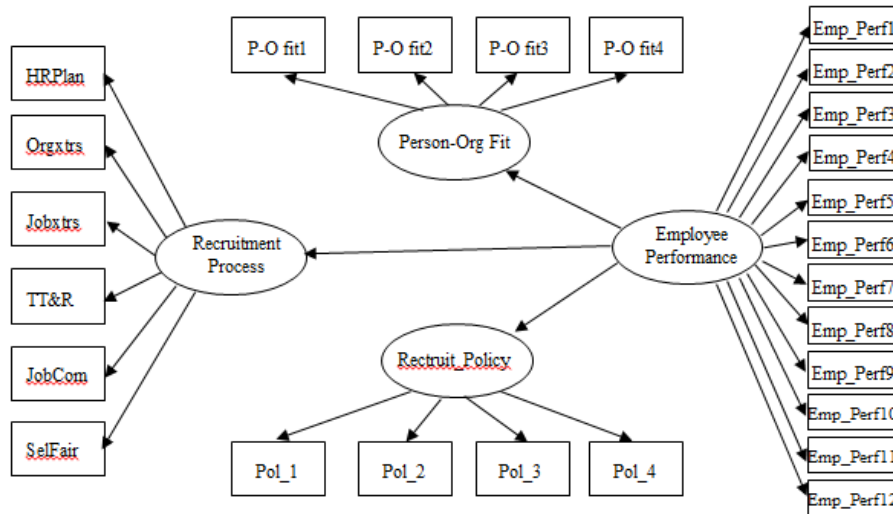


Fig-1: RS-PO-RP model

Table-8: Structural coefficient for influence of selected factors on employee performance

| Structural model variables | Coef. | Std. Error | Z | P> z |
|--|-------|------------|------|-------|
| Recruitment/Selection Practices < - Employee Performance | 0.559 | 0.073 | 7.65 | 0.000 |
| Person Organization fit < - Employee Performance | 0.547 | 0.080 | 6.86 | 0.000 |
| Employment Policies < - Employee Performance | 0.501 | 0.084 | 5.94 | 0.000 |

Note: LR test of model vs. saturated: $\chi^2(88) = 0.64$, $Prob > \chi^2 = 0.205$, $R^2 = .83$, Root mean squared error of approximation (RMSEA) = 0.047, Comparative fit index = 0.980, Standardized root mean squared residual (SRMR) = 0.042

The results from SEM displayed in Table 8 demonstrate that all of the indicators of employee performance were significant and positive. The coefficients for the influence of recruitment and selection practices on employee performance was estimated at 0.559 and was positive and significant at 5% alpha (P-value = 0.000). As far as the

influence of person-organization fit on employee performance was concerned, the estimated coefficient (0.547) was positive and significant at 5% alpha (P-value = 0.000). On the other hand, the coefficients for the influence of employment policies on employee performance was estimated at 0.501 and was positive and significant at 5% alpha (P-value = 0.000).

As far as the recruitment and selection practices was concerned, these results implies that employee performance improves with greater human resource planning, attractiveness of the organization characteristics, attractiveness of the job characteristics, trustworthiness/ timeliness and relevance of the information provided during recruitment process, higher employee job competencies and fairness of the selection process. It also implies that person-organization fit as well as fair employment policies enhance employee performance

The use of ordered logistic regression was also employed to test the influence of recruitment and selection practices, person-organization fit and recruitment and selection policies on employee performance. The result is shown in table 9.

Table-9: Ordered Logistic Regression for the influence of selected factors on employee performance

| Employee Performance | Coef. | Std. Err. | z | P>z |
|-------------------------------------|-------|-----------|-------|-------|
| Person Organization Fit | 0.651 | 0.241 | 2.700 | 0.007 |
| Recruitment and Selection Policies | 0.502 | 0.204 | 2.470 | 0.014 |
| Recruitment and Selection Practices | 1.026 | 0.253 | 4.060 | 0.000 |

N = 216, Log Likelihood = -651.70, LR χ^2 (3) = 106.20, Prob> χ^2 =0.000, Pseudo R²=0.753

The results in Table 18 show that the coefficient for person-organization fit (0.651) was positive and statistically significant at 5% level. Likewise, the coefficients for the influence of recruitment and selection policies (0.502) as well as recruitment and selection practices (1.026) on employee performance were found to be positive and significant at 5% level (P-value of 0.014 and 0.000 were less than 0.05 alpha, respectively). The log likelihood for the fitted model of -651.70 and the likelihood ratio (LR) chi-squared value of 106.20 (Prob> χ^2 = 0.000) indicate that all model parameters were jointly significant at 5%. Pseudo R² of 0.753, meet the statistical threshold of 20% implying that the three factors: person-organization fit, recruitment and selection policies as well as recruitment and selection practices significantly influence employee performance where about 75.3% changes in the employee performance can be attributed to these factors. Following these results, the null hypothesis: A combination of recruitment and selection practices, person organization fit and recruitment/selection policies has no significant influence on employee performance in the County government in Kenya was rejected. Thus, employee performance is well attributed to the nature of recruitment and selection practices, person-organization fit achieved during recruitment and adherence to the recruitment and selection policies.

Analysis of model fit for the RS-PO-RP model

The SEM models were evaluated using different fit indexes following Hooper and colleagues [18]. The main idea was to provide different alternatives and approaches about how well (or bad) the model fitted the data. These indexes included: (a) Absolute fit indexes; (b) Incremental fit indexes; and, (c) Parsimony fit indexes.

The SEM models were evaluated using different fit indexes following Hooper and colleagues [14]. The first index computed was the Chi Square (Absolute fit) which assesses the magnitude of discrepancy between the sample and fitted covariance matrices. For the case of the study model, a Chi-Square (0.64) is not significant at 0.05 alpha implying overall good fit. RMSEA (Root Mean Square Error of Approximation, Absolute fit) was used to estimate how well the model, with unknown but optimally chosen parameters could fit the population covariance matrix. For the study model, RMSEA was calculated as 0.047 implying a goodness of fit of the model. The CFI (Comparative Fit Index, Incremental fit) compares the model under research with some alternative (an assumed model where all the variables are uncorrelated). The CFI also represents the difference between the observed and predicted (by the model) covariance matrices. In this study, CFI is 0.98 indicating a good model fit. SRMR (Standardized Root Mean Square Residual) was calculated as 0.042 which is in the interval of 0-0.08 suggested by Hooper [15] and consequently, implying a good fit. R², the amount of explained variance in the dependent variable defined in this model (employee performance) was calculated as 0.830. This means that the model is able to explain about 83.0% variance in performance.

Analysis of the parameter estimates for the RS-PO-RP model

The structural coefficient for recruitment and selection practices (0.559, P-value = 0.000), person-organization fit (0.547; P-value = 0.000) and recruitment and selection policies (0.501; P-value = 0.000) on the influence of employee performance were all computed as significant at 5% level as shown in Table 17.

This confirms the correlation coefficient results that are summarized in Table 4.26 where the recruitment and selection practices ($r = 0.392, P = 0.000$), person-organization fit ($r = 0.497, P = 0.000$) and recruitment and selection policies ($r = 0.495, P = 0.000$) were found to have a significant influence on employee performance were all computed as significant at 5% level. The results show that 34.2% of the changes in employee performance are attributed to the changes in the three dependent variables (recruitment and selection process, person-organization fit and employment policies).

The models suggest that recruitment and selection process was affecting positively and directly on employee performance. According to this finding, there is need to carefully manage the recruitment and selection process in order to improve employee performance.

Results of RS-PO-RP interaction model

As depicted in Figure 2, the proposed structural model fits the data well.

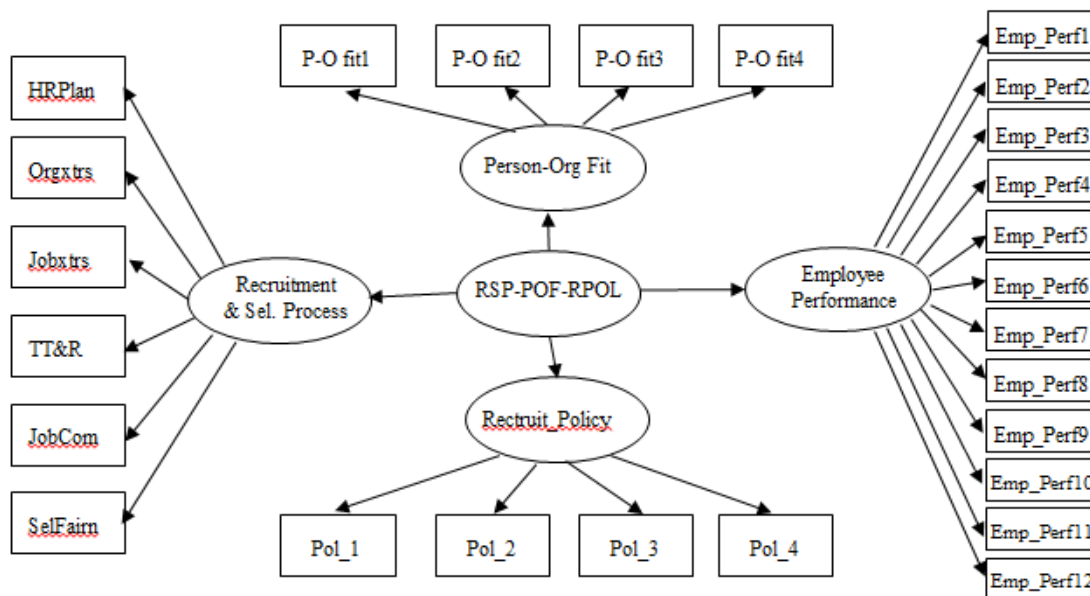


Fig-2: Interaction of combined effects of recruitment and selection practices, person organization fit and employment policies on employee performance

Analysis of fit for the RS-PO-RP interaction model

The first index computed was the Chi Square (Absolute fit). Chi-Square assesses the magnitude of discrepancy between the sample and fitted covariance matrices. It assesses if the observed covariance matrix is similar to the predicted covariance matrix (predicted by the model under research). When Chi Square is significant, the model is regarded as non-acceptable. The model with the lower Chi Square is considerable the one with the better fit [16]. For the case of the study model, Chi-Square (487.64) is significant at 0.05 alpha implying overall bad fit. RMSEA (Root Mean Square Error of Approximation, Absolute fit) is an indication of how well the model, with unknown but optimally chosen parameters estimates would fit the population covariance matrix [17]. It represents the differences between elements of the observed and predicted (by the model) covariance matrix. Zero is a perfect fit and the maximum is unlimited.

Hooper and colleagues [18] suggest as a rule that RMSEA values <0.06 can be interpreted as goodness of fit. For the study model, RMSEA was calculated as 0.141 implying a bad fit of the model. The CFI (Comparative Fit Index, Incremental fit) compares the model under research with some alternative, as i.e. the null or independence model (an assumed model where all the variables are uncorrelated). The CFI also represents the difference between the observed and predicted (by the model) covariance matrices. CFI is not very sensitive to sample size. Hooper and colleagues [19] suggest a $CFI \geq 0.95$ for models with good fit. In this study, CFI is 0.704 indicating a bad model fit. SRMR (Standardized Root Mean Square Residual) was calculated as 0.111 which is not in the interval of 0-0.08 suggested by Hooper and colleagues [20] and consequently, implying a bad fit. R^2 , the amount of explained variance in the dependent variable defined in this model (employee performance) was calculated as 0.324. This means that the model is able to explain about 32.4% variance in performance.

Analysis of the parameter estimates for the RS-PO-RP interaction model

Table-10: Structural coefficient for influence of interaction among selected factors on employee performance

| Structural model variables | Coefficient | Std. Error | Z | P> z |
|----------------------------|-------------|------------|------|-------|
| Performance < - RS-PO-RP | .217 | .137 | 1.60 | 0.111 |

Note: LR test of model vs. saturated: $\chi^2(88) = 487.64$, $Prob > \chi^2 = 0.0000$, $R^2 = .342$; Root mean squared error of approximation (RMSEA) = 0.141, Comparative fit index = 0.704, Standardized root mean squared residual (SRMR) = 0.111

The parameter estimate for the influence of interaction among the selected factors on employee performance is not significant at 5% level. In other words, the coefficient is not significantly differently from 0. This implies that the interaction of recruitment and selection practices, person-organization fit and employment policies on employee performance is not statistically significant. The correlation structure between the selected variables and employee performance is also estimated with insignificant results.

In this study, the direct and positive effect of the interaction of recruitment and selection process, person organization fit and recruitment policies on employee performance was relatively low in magnitude. Structural coefficients indicate that improvement on the independent variable has little change on employee performance. This is disconcerting and frustrating at the same time. One possibility is-again- that self-reported performance is a bad way to measure performance, and in further research, performance might be measured with metrics that are more objective. This may also be due to lack of non-existence of unique and logical mix of the three sub components of the independent variable (recruitment and selection process, person organization fit and recruitment policies).

Test of Hypothesis H₀₄

The study objective was translated into the hypothesis: There is no significant influence of a combination of recruitment and selection practices, person-organization fit, recruitment and selection policies on employee performance among the county governments in Kenya. The hypothesis was tested using Pearson correction coefficient, ordered logistic regression analysis and structural equation modeling.

The multiple correlation coefficient analysis for the influence of recruitment and selection practices (0.3922), person-organization fit (0.4969) and recruitment and selection policies (0.4957) on employee performance revealed that the coefficients were significant at 5% level. The SEM coefficients for the influence of recruitment and selection practices on employee performance (0.559), person-organization fit (0.547) and employment policies (0.501) on employee and was significant at 5% alpha (each with a P-value of 0.000). The ordered logistic regression coefficients for the influence of recruitment and selection practices (1.026), person-organization fit (0.651) and recruitment and selection policies (0.502) on employee performance were all significant at 5% level (P-value of 0.000, 0.007 and 0.014, respectively). Therefore, the null hypothesis, “A combination of recruitment and selection practices, person organization fit and recruitment/selection policies has no significant influence on employee performance in the County government in Kenya” was therefore rejected, thus recruitment and selection practices, person-organization fit achieved during recruitment and adherence to the recruitment and selection policies significant influence employee performance. The SEM parameter estimate for the influence of interaction among the selected factors on employee performance is not significant at 5% level.

CONCLUSIONS AND RECOMMENDATIONS

Recruitment/Selection Practices, Person Organization fit and Employment Policies have a direct significant influence on employee performance (recruitment and selection process impact positively and directly on employee performance). However, the interaction among the selected factors (Recruitment/Selection Practices, Person Organization fit and Employment Policies) does not influence employee performance.

County governments should enhance their human resource planning, attractiveness of their organization characteristics, attractiveness of the job characteristics, the nature of information provided during recruitment process, their ability to gauge employee job competencies and fairness of their selection process since these factors influences employee performance. Efforts by county governments to estimate the person-organization fit of their prospective employees is critical because it influence employee performance. Measures to align the person-organization fit of their current employees are also needed if higher employee performance is to be achieved. County governments should also promote fair employment policies during their recruitment and selection process since this influence employee performance. Greater adherence to the employment policies may be achieved through necessary legislations.

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