MODERATING INFLUENCE OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN EMPLOYEE PROCUREMENT IMPLIMENTATION AND OPERATIONAL PERFORMANCE OF COUNTIES IN WESTERN KENYA

BY

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A THESIS SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

DEPARTMENT OF BUSINESS ADMINISTRATION

MASENO UNIVERSITY

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DECLARATION

This Thesis is my own original work and has not been presented for the award of a degree in any university

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ACKNOWLEDGEMENT

DEDICATION

I dedicate this research thesis to my wife Christabel and children Pascal, Stacey, Emmanuel and Mercy for their patience and support during the time of writing this work. On my footsteps, you will follow the journey towards academic excellence.

ABSTRACT

Governments globally focus administration to achieve high operational performance. Being a measure of performance depicted by effectiveness, efficiency, environmental responsibility; on such operations as cycle time, waste reduction, productivity and regulatory compliance, it brings to practical application counties' employee productivity, project implementation, professionalism and institutional trust. Employee productivity, projects implementation, professionalism and creation of institutional trust represent county operational performance (COP). Evidence from Western Kenya counties indicated low project implementation: revenue absorption rate of <25% in 2014-2017 periods and aggregate revenue collection of <30% compared to 47% national average. Employee procurement implementation (EPI) has resulted in growing overstaffing (7%-18%) in the same period indicating inadequate strategic human resource policy and weak institutional framework/legislation. Therefore the relationship between EPI and COP was obscure. Employee engagement (EE) represented by work environment, leadership, co-worker relationships and reward system have revealed legislature/executive leadership wrangles and frequent pay-related strikes indicating an unclear connection to COP. Moreover, literature further reveals inconsistencies in the relationship between EPI and COP while theoretical literature postulates EE as a plausible moderator in EPI process albeit without testing; revealing the need for moderation. Therefore the moderating effect of EE in the EPI and COP relationship was unverified. The purpose of the study was to assess/ determine moderating influence of employee engagement on the relationship between employee procurement implementation and operational performance of counties in western Kenya. Specific objectives were to: determine effect of employee procurement implementation on operational performance; establish influence of employee engagement on operational performance; and analyse moderating effect of employee engagement on the relationship between employee procurement and operational performance of counties in western Kenya. The study anchored on human capital and social exchange theories using correlation research design. The target population was 184 sectional heads of devolved county departments; 10 respondents were selected for piloting; a saturated sample 174 respondents used for main study; from which 169 respondents were accessible for data collection using questionnaires and interviews. All 12 items were reliable at Cronbach alpha coefficient (α=0.842) and validated based on subject domains corroborated by expert judgements. Multiple regression results established EPI (R^2=.321, p=.000) explaining 32.1% variance in COP while EE (R^2=.544, p=.000) explained 54.4% variance in COP implying both EPI and EE had positive significant effect on COP. Moderated regression results showed EE (R^2=.09, p=.043) explained 9% variance in the EPI/COP relationship, after interaction term introduction, implying EE partially moderated the relationship. Concluded that both EPI and EE had significant effect on COP, and EE partially moderated EPI/COP relationship. Recommended EPI and EE enhancement to increase COP and EE utilization to augment existing employees' capabilities to increase COP based on evidence. This thesis may inform human resource management scholars, practitioners, county government administrators, legislators and policy makers.

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ABBREVIATIONS AND ACRONYMS

ABCECG -   Association of Building and Civil Engineering Contractors of Ghana

CIFS -   County Infrastructure funds

CPSB -   County Public Service Board

DV   -   Dependent Variable

EACC-   Ethics and Anti-Corruption Commission

GoK **-**   Government of Kenya

HR -   Human Resource

HRM **-**   Human Resource Management

ILO   -   International Labour Organization

ICT   **-**   Information Communication Technology

IFMIS -   Integrated Financial Management Information System

IGRTC-   Intergovernmental Relations Technical Committee

IMF   **-**   International Monetary Fund

LA-   Local Authority

JSC   **-**   Judicial Service Commission

KNBS -   Kenya National Bureau of Statistics

MCAs -   Members of County Assembly

MDGs -   Millennium Development Goals

MoD & P-   Ministry of Development and Planning

MMUST-   Masinde Muliro University of Science and Technology

NCC   **-**   National Constitutional Conference

NGO -   Non-governmental organisation

NHIF **-** National Hospital Insurance Fund

NSSF **-** National Social Security Fund

NPM **-** New Public Management

PEREPRIQ- Personnel Recruitment Process Impact Questionnaire

PPP - Public Private Partnership

SMEs - Small and Medium Enterprises

TQM **-** Total Quality Management

UK **-** United Kingdom

USA **-** United States of America

WB **-** World Bank

OPERATIONAL DEFINITION OF TERMS USED IN THE STUDY

Devolved Governance System:

Devolution is a system that combines self-governance and shared governance. Self-governance applies at the local level while shared governance operates at the national level. Under this system, one creates two or more levels of government that are coordinate and not subordinate to each other. None of the levels of government is a mere agent of the other. The study defines devolved governance system as the Kenyan Constitutional Structure for County Governments and human resource regulatory systems under the County Government Act

Employee Engagement:

Employee engagement is defined in terms of other well-known constructs like organizational commitment and "resident ship" or organizational ownership behaviour. It is also defined as the emotional and intellectual commitment of employees towards organizational objectives by the amount of effort one exerts in work tasks. For the purpose of this study, employee engagement will be measured through the employee perception of quality of work environment, quality of supervision/leadership, reward management, team work/co-worker relationship, training and development in the work station

Employee Procurement:

Employee procurement is the strategic decision in acquisition of new human capital for the organisation. It involves the recruitment, selection, induction and placement of employees to provide optimum benefits from the human resource in pursuit of organizational goals. The study adopts this definition in operationalisation of the independent variable for the study.

Induction

Induction or the orientation of an employee can be regarded as the last integral part before the completion of the hiring process, before beginning the actual training and further career development. It is the socialisation and assimilation of the new staff in the organisation's environment.

Operational Performance of County Government:

This is the level of achievement of county government objectives in service delivery to the residents. Operational performance is the aggregate outcome of an organization functions in respect of efficiency, service values, economy, effectiveness and equity; alongside other issues such as input, processes, output and outcome as components defining service delivery. In public service it is determined through the level of the institution trust, projects implementation, professionalism, and employee productivity. The study adopts this definition in determining the performance of county governments in western Kenya.

Recruitment

Recruitment is a set of activities that an organisation uses to attract job candidates who have the abilities and attitudes needed to help the organisation achieve its objectives. It aims at achieving the finest fit between the candidate, the job and the organisation. Effective recruitment is measured through a recruitment strategy that gives positive organizational employer image with an attractive message that is displayed to appeal to the right applicants.

Selection

Selection is the process of choosing from the pool of potential employees available for specific jobs in terms of job qualities and the organisation's requirements. It involves matching the requirements of a job with attributes of candidates. The effectiveness of selection to meet job and organisational requirements is measured through comprehensiveness in collecting information about the candidate, matching of the candidate's attributes with job requirements, professionalism in composition of the panel and its behaviour.

Western Counties

Selected four among the 47 counties located in the western wing of the republic of Kenya named as Kakamega, Vihiga, Bungoma, and Busia Counties.

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CHAPTER ONE

INTRODUCTION

This section presents the background to the study and builds a case for the research problem. It begins by describing the concept of employee procurement, employee engagement and reviewing the level of operational performance of county governments. This section also entails the statement of the problem, research objectives, research questions, hypotheses, scope, justification and the conceptual framework.

1.1 Background to the Study

Effective human resource management is founded on the foundation of prudent employee procurement practice. Employee procurement is a fundamental step in strategic human resource management in ensuring competitive human capital for superior organisational operational performance (Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003). As a process, employee procurement starts with recruitment and selection and ends with induction training and placement to match applicant's skills and interests with organizational staffing needs, job requirements and tasks in a manner that complies with both organizational operational goals and applicable legislation. To achieve effective employee procurement, a scientific selection and systematic process has to be followed with ethical and objective considerations in compliance with the regulatory framework and policy environment thereby achieving operational performance for the organisation (Armstrong, 2014).

According to Bernadian et al (1995), Robinson et al (2004) and Cardy (2004), all concur that operational performance is the aggregate outcome of an organization functions in respect of efficiency, service values, economy, effectiveness and equity. They observed that operational performance is identifiable in utility of input, efficiency of processes, desirable output and outcome as components resultant in employee's accomplishment. In public service it is determined through the level of the institution trust, projects implementation, professionalism, and employee productivity (Erevelles & Leavitt, 1992). They observe that the more effective the practice of employee procurement implementation, the more likely they are to hire and retain qualified engaged employees for better operational performance. Employee procurement as a human resource management function is domiciled in the Human Capital and Social Exchange Theory.

The Human Capital Theory recognises the innate abilities, skills, behaviour and personal energy that create value for employees. Employee procurement process ensures valuable human capital is acquired and it is the only essential strategic asset the organisation owns that is responsible for its operational success (Davenport, 1999; Armstrong, 2006). Social exchange theory is based on norms of reciprocity within social relationships (Blau, 1964; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). It is argued that good employees' maintenance through management motivation strategies, create an obligation to respond by high engagement as potential for high operational performance. Engagement is therefore the illusive force that motivates employees to higher (or lower) levels of performance (Miles, 2000). Saks (2006) established employee engagement as a moderator in the relationship between human capital and organisation performance while Armstrong, 2006 expounded employee procurement implementation as responsible for the quality of human capital in organisations. Employee engagement is therefore a moderator for human ability to perform from this theoretical perspective.

Operational performance of counties in Kenya viewed from levels of institutional trust, projects implementation, professional conduct and employee productivity report slowed projects implementation and dismal financial absorption and collection issues (Wekesa, 2014; Mugambi & Theuri, 2014; and Atieno, 2015). There have been however limited empirical study reports on levels of engagement and employee procurement as well as county governments' operational performance in general and western Kenya in specific.

Equa Terra (2007) and Hsu (2007) studies in United States of America and in Taiwan respectively , citing recruitment, selection and placement issues in public service, however concluded employee procurement process implementation had insignificant influence on operational performance. Zheng and Hong (2006) and Croucher (2008) pointed out a positive and significant relationship between recruitment and performance of a firm. Apollo (2014) studied recruitment in Nigeria and revealed incompetency level on the part of hiring panels leading to poor procurement of employees and consequently low organizational performance. Chukwu and Igwe (2012) investigated the selection in public service and revealed weaknesses affecting performance. Heynes (2015) in a study of the effectiveness of recruitment and selection impact on service delivery in South Africa public sector. It was observed selecting the best staff to fill vacancies was negatively affected due to political,

tribal and clan interests. The studies therefore establish reliable theoretical relationship between employee procurement practice and public organisations operational performance.

Mavis, Adu and Darkoh (2014), in a study within the Ashanti region of Nigeria, to identify employee recruitment and selection practices and identify challenges encountered in the process, identified barriers to effective procurement as poor human resource (HR) planning, ineffective job analysis, incompetency level on the part of the selection panel, cost of recruitment and selection of employees, lack of human resource department and poor working conditions of workers. However, employee procurement implementation was found positively related to performance. In Kenya, Mukabi, Barasa, and Chepng'eno (2015), study on staffing in Counties revealed overstaffing levels, duplication of duties and internal political supremacy wars. Multiple hiring matrixes by County Public Service Boards (CPSB), national government, Transition Authority and absorptions from former Local Authorities were identifiable cause of overstaffing but there was no investigation on employee procurement implementation.

Oginda, Oso and Omolo (2012), study in Kisumu Municipality, found that there was a significant positive correlation between recruitment, selection and performance of SMEs at $\alpha=.01$. The average performance of SMEs with good recruitment and selection was 81.90%; with a moderate one was 67.94% and those with poor ones was 53.90%; all indicating more than average association with performance. Recruitment and selection accounted for 40.8% of the total variance in performance of SMEs. Ombui, Elegwa and Waititu (2012) while analyzing employee recruitment and selection on performance in research institutes in Kenya through descriptive and correlation approach, revealed that the correlation between employee performance, recruitment and selection were positive and significant at 0.374 (p=.000). Maina and Kwasira (2015) on a study of role of employee attraction and retention practices on employee performance in Nakuru county government, applying Pearson's product moment correlation, established that employee attraction and retention (r=.415; p<.01) positively and moderately affect employee performance. Consequently, Onchari, Iravo and Munene (2014) study on the effect of recruitment strategies on delivery of service using a sample of 85 employees in Nyamira County, revealed that there is poor service delivery to residents arising from recruitment strategies employed.

Reviewed studies provided a relationship between employee procurement process elements and performance of organisations. However the total elements of employee procurement

implementation practice were not utilised in all studies. Equa Terra (2007), Apollo (2014), Oginda, Oso and Omollo (2012), Ombui, Elegwa and Waititu (2012) focussed on employee selection and recruitment ignoring the orientation training and placement elements. Zheng and Hong (2006) and Croucher (2008) only focused on recruitment while Chuku and Igwe (2012) focused on selection. The nature of institutions studied was different from county governments save for Onchari, Iravo and Munene (2014). None of the studies addressed all operational performance measures (institutional trust, project performance, employee productivity and professionalism) in determining operational performance for public entities preferring service delivery. In reviewed empirical studies, the relationship between employee procurement implementation and performance has yielded mixed outcome as shown in previous studies (Guthrie, 2001; Equa Terra (2007) and Hsu (2007), Adeyemi et al., 2016) resulting to inconclusive and incomprehensive recommendation as well as implications. Even though some studies have indicated positive relationship, there is evidence of weak positive effect (Guthrie, 2001) and insignificant positive effect on organization performance (Adeyemi et al., 2016). Further, some studies have indicated that employee procurement has negative effect on organization performance (Olatunji & Ugoji, 2013).

Employee engagement is a result of the positive attitude held by the employee towards the organization and its values. It results from the work environment, leadership, team work/co-worker relationships, reward management (Kahn, 1990). These are measures of the level of engagement (Robinson, Perryman & Hayday, 2004). On a global study on the effect of employee engagement on performance in governments using established factors of engagement, Right Management (2009) reported a positive correlation between employee engagement and performance of governments. Furthermore, Harter, Schmidt and Hayes (2002) examining relationship between employee satisfaction, employee engagement, and company operational outcomes in 36 different companies and countries using meta-analysis of customer satisfaction, productivity, employee turnover and accidents, found that employee engagement moderated with mixed results the relationship of many variables with company operational performance. Mutunga (2009) and Nyanjom (2011) on reviews of employee engagement and county operational performance in Kenya applying the policy in county hiring of 70% local and 30% foreign, revealed that the policy increased employee engagement but had no effect on county performance. Otieno, Wangithi, and Njeru (2015) on their study of effect of employee engagement on organisation performance in Kenya's horticultural sector in Naivasha using correlation analysis posits that employee engagement is

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statistically significant with a Pearson correlation coefficient of 0.533 at a level of significance of 0.000. However this study concentrated on leadership and co-worker relationship as measures of engagement. Songa and Oloko (2016) surveyed the influence of employee commitment on organizational performance in Kisumu County using regression analysis models and found a significant relationship.

Most reviewed studies established a positive relationship between employee engagement factors employed in studies and the organizational operational performance. However, the information was inadequate as none of the studies employed the approval of the work environment, leadership, team work/co-worker relationships, training and reward management by employees as measures of the level of engagement (Robinson, Perryman & Hayday, 2004). The existing literature although reveals limited information on composite effect of employee engagement and operational performance, there is established theoretical positive effect of high engagement to organizational performance. The situation in Kenyan counties remain untested

Studies have used employee engagement as a moderating variable on the relationship between dependent and independent variables in human resource concepts. Ariani (2013) theorized that employee engagement can improve organization citizenship behaviour, employee effectiveness and that it is a latent variable (hidden) which can modify the relationship between two variables. In this study, likewise, it was hypothesized that employee engagement would modify the relationship between the employee procurement implementation practices and county operational performance. Previous studies have indicated that selected employee engagement elements have significant positive relationship with organization performance (Songa and Oloko (2016), Harter et al., 2012; Solomon, 2010). However, in its application as moderating variable, between an independent variable and organisational performance, there is evidence of inconsistency with some studies indicating significant moderating effect (Dennis, 2014) while other studies revealing insignificant moderating effect (Olouch, 2014).

Nurul, Norzanah and Roshidi (2014) conducted a study to determine the mediating effect of employee engagement on the relationship between talent management practices and employee performance in the Information and Technology (IT) organizations in Malaysia. It was also established that employee engagement had positive correlation with employee performance. The results of the mediating indicate employee engagement mediated the

relationship between talent management practice and employee performance being significant at 0.05 with a value of 0.2349 as the main effect. Mohamad (2013) studied the moderating role of employee engagement on the relationship between determinants of job satisfaction, and job satisfaction (JS) itself in three cement manufacturing companies in Pakistan. The study used correlation and regression tests, and proved that employee engagement (EE) had a positive and strong moderating effect on the relationship between determinants and job satisfaction (JS). Olouch (2014) studied employee engagement as moderator variable on the relationship between human resource management and organizational performance in 86 Kenyan public organizations. The study concluded that employee engagement had no significant moderating effect on the relationship between human resource management and organizational performance. Sang, Wario and Odhiambo (2014) in undertaking a study to determine the relationship between HRM practices and labour productivity with employee engagement as a moderator in the public sector in Kenya found that Human Resource Management practices have a positive and significant effect on Labour productivity (r=.512, p=.000), while employee engagement had an overall enhancing effect indicating a strong significant moderation effect on labour productivity explaining 1.3% variance.

In their present form, the available studies provide a framework of limited application of employee engagement elements' load on the moderating effects of the relationship, only Mohamad (2013) applied inadequately, reward, supervisory support, and quality of work life as compared to complete employee engagement factors of work environment, leadership, team work/co-worker relationships, training and reward management. Although available studies were limited in application of employee engagement factors as a moderator, their results were mixed. Therefore, in view of employee engagement and employee procurement as having a positive effect on operational performance in some separate studies (Harter et al., 2012; Solomon, 2010, Oginda, Oso & Omolo 2012), and reliable theoretical establishment of employee engagement as a moderator on various independent variables to operational performance, the use of employee engagement as a moderator on the relationship between employee procurement implementation and county government operational performance is therefore valid for the Western county government scenario .

In Western Kenya Counties, Mugambi & Theuri, (2014, 2013), reported challenges in human resource management due to inadequate county strategic human resource policy,

undeveloped legislations and institutional framework, weak departmental coordination and inadequate information communication technology (ICT) infrastructure. In the National Cohesion and Integration Commission report (Nov. 2013- August 2016) on ethnic balance, Kaparo (2016) revealed that 97% of county employees came from the tribes of County Public Service Board (CPSB) members indicative of subjective hiring. Further to this, only 15% of counties in Kenya had adhered to employment law. The government audit report for 2013/2014, 2015, 2016 and 2017 based on county staffing establishment revealed that there was overstaffing in most sections in Bungoma County, followed by Busia, Vihiga and Kakamega at overall steady increase from 7%, 12%, 14%, to 18%, against the national average of 4% by 2017 (Mutayi, 2017). This steady overstaffing increase is a cause of concern on the employee procurement process.

Atieno (2015) studied public participation and operational performance of counties in western Kenya and cited low revenue collection, low absorption of capital allocation, service delivery, skewed distribution of projects and sluggish implementation. The respondents indicated lack of trust in county institution. However, her report lacked empirical evidence and was qualitative. All counties experienced strikes by health sector workers in 2014, 2015, 2016 and 2017 citing mistrust in the management of county health affairs (Mutayi, 2017). Wamae (2015) surveyed the performance of devolution and revealed that the absorption rate for all counties was 15% of total revenue transferred to counties in 2014/15, he revealed constant stand offs between the legislature and executive causing delays in budgetary approvals and spending. The Office of the Controller of Budget (2015) reported on revenue collection that all counties in western Kenya performed dismally. Vihiga County for instance had local revenue projection of Kshs 204,274,739 and only managed to collect Kshs 36,459,858 within the financial year under review. This translated to a performance of 17.8 per cent, Busia performed at 22%, Bungoma at 19% and Kakamega at 24% against the national average of 47%. It is therefore evident that counties in western Kenya faced operational performance issues relating to human resource. This raises concerns on the calibre and engagement of employees in these counties.

There is therefore evidence from Western Kenya counties of low project implementation: revenue absorption rate less than 25% in 2014-2017 periods; and revenue collection less than 30% compared to 47% national average, indicative of troubled County operational performance (COP). Employee procurement implementation (EPI) resulted in growing overstaffing from 7% to 18% in the same period coupled with inadequate strategic human

resource policy and weak institutional framework and legislation, indicative of systemic and practice issues with EPI. However the relationship between EPI and COP in these counties was obscure. Equally, the legislature/executive unhealthy relations and constant strikes as indicative of employee engagement issues present the moderator dynamics of employee engagement (EE) on the relationship between EPI and COP.

Therefore, this Thesis sets out to determine the moderating effect of employee engagement on the relationship between employee procurement and county government operational performance.

1.2 Statement of the Problem

The goal of counties as units of devolution in Kenya is to provide service closer to the people through better operational performance. However, available information characterise counties with negative issues on institutional trust, low employee productivity, skewed projects distribution and sluggish implementation. Available statistics on revenue absorption and projects implementation from Western Kenya counties indicated low project implementation: revenue absorption rate <25% in 2014-2017 periods. This was attributed to poor budgeting and low human capital. As a result, county projects lagged in implementation. Local revenue collection within the financial year translated to a performance of 17.8 per cent in Vihiga, 22% in Busia, 19% in Bungoma and 24% in Kakamega against the national average of 47%, indicative of low employee productivity in affected departments in Western Kenya counties. Available literature in these counties reveals absence of strategic human resource policy, undeveloped legislations and lack of institutional framework guiding human resource procurement implementation. Consequently, there is unverified ethnic problem reported favouring tribes of County Public Service Board (CPSB) members throwing aspersion on counties institutional trust. Overstaffing had emerged in most sections in Bungoma County, followed by Busia, Vihiga and Kakamega at overall 18%, 14%, 12% and 7% above staffing establishment respectively. There is cause for concern on employee procurement implementation in these counties. Available literature relating employee procurement, engagement and county operational performance is scanty yet from theoretical perspective; the calibre of employees procured has an effect on operational performance of counties, in an employee engagement environment as the moderator.

1.3 Objectives of the Study

The main purpose of this study was to analyse the moderating influence of employee engagement on the relationship between employee procurement implementation and performance of county governments in western Kenya.

The specific objectives of the study are:

i.   To determine effect of employee procurement implementation on operational performance of counties in western Kenya.
ii. To establish influence of employee engagement on the operational performance of counties in western Kenya
iii. To analyse moderating effect of employee engagement on the relationship between employee procurement implementation and operational performance of counties in western Kenya.

1.4 Research Hypotheses

The following null hypotheses were tested in this study:

i. H_O: Employee procurement implementation has no effect on the operational performance of counties in western Kenya.
ii. H_0: Employee engagement does not have an influence on the operational performance of counties in western Kenya.
iii. H_O: County employee engagement has no effect on the link between employee procurement and operational performance of counties in western Kenya.

1.5 Scope of the Study

The research focused on the study of three concepts namely employee procurement, employee engagement and county government performance as shown in the conceptual framework in Figure 1.1. The scope of the study targeted management employees of counties in western Kenya as participants. The study area, counties in western Kenya, targeted included Vihiga, Kakamega, Bungoma and Busia Counties of the defunct Western Province. The views were collected from respondents covering the employee procurement during the new constitution period 2013 to 2016 in the counties within the study area counties.

1.6. Justification of the Study

The research may sensitize the Western Kenya county operational performance stakeholders on the possible political and administrative constraints in county government human resource management. The recommendations may provide strategies to improve performance of county governments, through sound county strategic human resource policy, legislations and institutional frameworks to guide the process of procurement of engageable and performing staff.

The findings may also provide baseline information and offer challenges to other researchers to carry out more studies in this area.

1.7 Conceptual Framework

Independent Variable   Dependent Variable

Moderating Variable
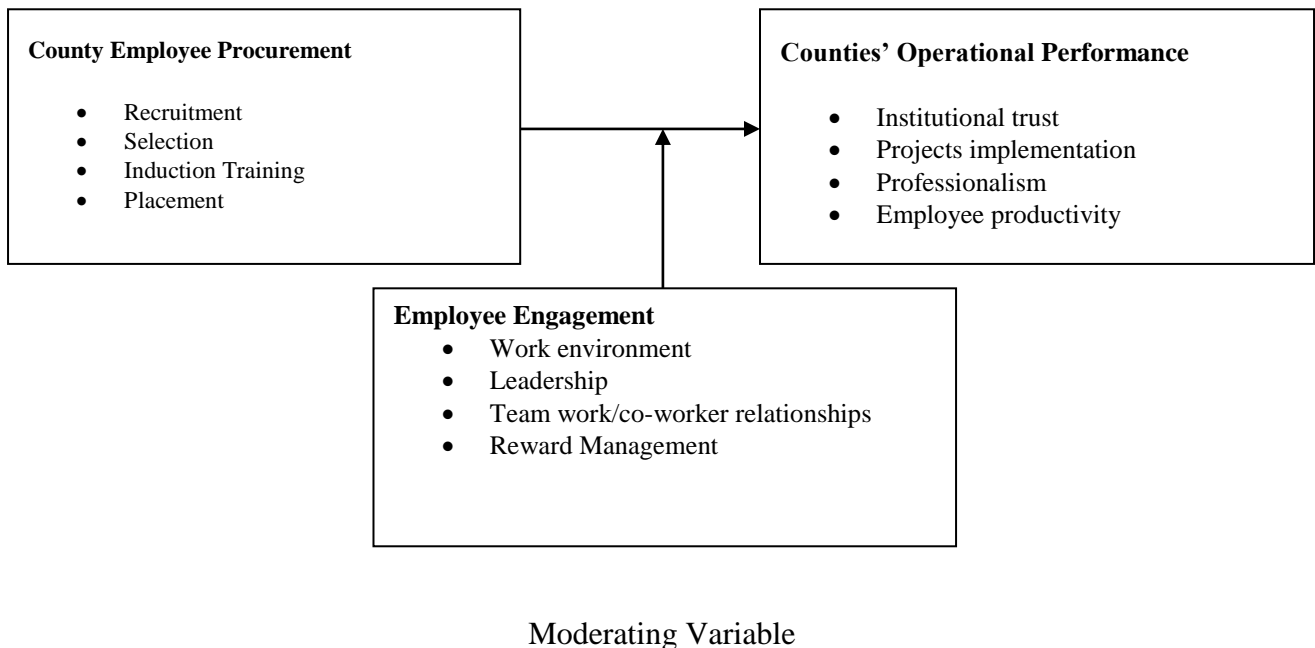
Figure 1.1: Conceptual framework showing interaction of county employee procurement and county government performance.

Source: (Maslach et al., 2001)

The study is conceptualized with employee procurement implementation as the independent variable (IV). The study viewed procurement practises status through recruitment, selection, training and placement practices. Counties' operational performance was the dependent variable (DV). It was used as a measure of employees' institutional trust, projects performance, professionalism, and employee productivity (Erevelles & Leavitt, 1992). The moderating variable was employee engagement. Employee engagement was determined by factors of work environment, leadership, team work/ co-worker relationship, reward management, training and development (Maslach et al., 2001).

In accordance to human capital theory, application of good strategy in employee procurement process results in quality employees hired in terms of skills, attitudes and knowledge that form rich human capital for the organisation, in turn, it translate to higher productivity for better organisational operational performance.

The social exchange theory based on norms of reciprocity may manifest in employee engagement if the work environment and skills ability are contusive for varied operational performance. The resultant employee engagement is therefore a moderator to the relationship of employee procurement process and operational performance.

CHAPTER TWO

LITERATURE REVIEW

The section reviews both the theoretical literature related to employee procurement, employee engagement and county operational performance. Empirical literature on the relationships of study variables are reported thereafter. Upon establishment of existing level of knowledge on the subject, knowledge gaps from literature are identified. The literature is organised into theoretical perspective, conceptual and empirical studies along the objectives and finally gaps established.

2.1Theoretical Perspectives

The theoretical review explores the foundation of the study by advancing the theories that guide the study. In the study, the researcher explains the available theories so that they can be used deductively with the objective of testing and verifying the conformity or disconformities with the results of the study. These theories are used to understand the process through which county operational performance is achieved in relation to quality of employees procured and their engagement. Two theories guided the study namely human capital theory and social exchange theory. Each theory is reviewed subsequently.

2.1.1 Human Capital Theory

The human capital theory underlines the fact that people possess innate abilities, behaviour and personal energy which make up the human capital they bring to their work (Davenport, 1999; Armstrong, 2006). That is what creates value from employees. As such, human resource management focuses on means of attracting, retaining and developing the human capital for their performance benefit (Armstrong, 2009). Employee procurement is vital procedure in sourcing for this human capital. According to Davenport (1999), employees own this capital and decide when, how and where they will contribute it. In other words, they can make choices for the release of their potential.

For better performance of organisations, the focus has to be on means of attracting, retaining, developing and maintaining the human capital that make value (Armstrong, 2009). This starts by the right employee procured in a scientific process and a strategy to engage them fully. The theory drives the study by determining the employee procurement process as the

antecedent for the quality of human capital in counties that is responsible for their operational performance under the drivers of employees' engagement within the county environment. This theory therefore supports the study of moderating influence of employee engagement on the relationship between implementation of employee procurement and performance of county governments in Kenya.

2.1.2 Social Exchange Theory

Social exchange theory provides an explanatory framework to clarify how perceived human resource management (HRM) practices are linked to behavioural outcomes. Social exchange theory is based on norms of reciprocity within social relationships (Blau, 1964; Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). It is argued that employees who receive economic or socio-emotional benefits from their organizations feel obligated to respond in kind by releasing their working potential (Saks, 2006).

Part of the socio-emotional sensitivity of employees is the feeling of equity and fairness in management decisions. This can be equated to prudent implementation of employee procurement. The reciprocity outcome is obedience and submission to management expectations (Schneider, Hanges, Smith & Salvaggio, 2003). In this case, it leads to enhanced performance, and commitment and employee engagement. The theory suggests that when employees' procurement process implementation is perceived as fair, the employees feel a social obligation to reciprocate for the gesture by commitment and high performance at their workstations thereby contributing to better performance by counties.

2.1.3 Study Variables/Concepts

The concepts that are used in the study are operationalized as follows and discussed subsequently. The study was concerned with the concepts of employee procurement, engagement and country operational performance which were operationalized in the understanding that: employee procurement is realised through recruitment, selection, induction training and placement concepts.

Torrington *et al*. (2011) reports that good human resource procurement practices enhanced with employee engagement environment will improve performance of organisations. He advised good induction to influence employees' commitment attitudes that create initial engagement for higher productivity. He established employee engagement as an enhancement factor to performance and also an outcome of good employee procurement practice.

Employee procurement entails the strategic decisions in acquisition of new human capital for the organisation. It involves the recruitment, selection, induction and placement of employees to provide optimum benefits from the human resource in pursuit of organizational goals (Armstrong, 2012). The purpose of the employee procurement process is to hire sufficient and capable staff to assist an organization in achieving its desired objectives.

Recruitment is a calling function to attract prospective employees who may be interested in working with the organisation (Barber, 1998). He observes that it involves advertising the position and displaying the attractiveness of the organisation as a destination to prefer in one's career life. According to Rynes (1991), recruitment encompass all organizational practices and decisions that affect either the number or types, of individuals who are willing to apply for, or to accept a given vacancy. Employee recruitment involves those organizational activities that (1) influence the number and/or the types of applicants who apply for a position and/or (2) affect whether a job offer is accepted (Breaugh, 1992).

For recruitment to be successful in procurement of quality staff, the recruitment strategy has to impress through attractive message and be properly displayed to appeal to the right applicants. The advertisements should give a positive organizational employer image. The advertisement media for the job vacancy should positively influence competent potential employee to apply and be specific on the requirements.

Stonner, Freeman and Gilbert (2000) sees the selection process as the mutual process whereby the organisation decides whether or not to make a job offer and the candidate decides whether or not to accept it. Selection involves collecting the information about the applicants to decide who is fit and should be employed in each work position. Nwachukwu (1992) sees selection as a systematic effort to identify the most suitable candidates to fill an identified vacancy. The effectiveness of selection to meet the organisational objective is measured through comprehensiveness in collecting information about the candidate, matching of candidates attributes with job requirements, professionalism in panel composition and behaviour.

Induction can be defined in many ways. It can be described as the formal act by which a person is settled in a new workplace, or even as offering someone introductory instruction concerning a new situation, such as operating a new equipment. In reality, induction or the orientation of an employee can be regarded as the last integral part before the completion of

the hiring process. In the view of Ejiofor (1989), it is the acculturation, indoctrination and "socialisation" of the new staff in the organisation environment.

Employee placement is guided by the Principles of Placement where an employee should be placed on the job according to the requirements of the job hence job first; employee next. The job should be offered to the person according to his qualification. These principles will inform the measures of the effectiveness of employee placement exercise in organizations (Nzuve, 2000).

An engaged employee is a person who is fully involved in, and enthusiastic about his or her work (work (Robinson, Perryman, and Hayday, 2004). It is, however, objective to study employee engagement by considering the determinants of employee engagement. For the determinants of employee engagement, studies have confirmed various elements as objective determinants of the level of engagement.

These factors include work environment, leadership, team and co-worker relationship, Training and career development and compensation or remuneration, Kahn (1990) and Robinson et al, (2004) concurred with these conditions as drivers to employee engagement.

An organisation's operational performance according to Bernadian et al. (1995) is simply the outcomes of work as a record of employees' accomplishments. Robinson et al. (2004) defined operational performance as employees' behaviour and stated that it should be distinguished from the profitability outcomes because profitability can be contaminated by systems factors Cardy (2004), concluded that operational performance of government organization depends heavily on all organizational policies, practices and design features that have a positive impact on clients' institutional trust and satisfaction based on employees' professionalism and productivity. He argued that government's development agenda is implemented in government projects and thus the implementation efficiency of these projects is an objective measure of performance.

The counties as subsets of the government can be objectively evaluated for performance on the basis of measures of their degree of creating institutional trust, projects implementation, professionalism and employee productivity (Robinson et al, 2004; Cardy, 2004).

2.2 Empirical Studies

2.2.1 Employee Procurement and Operational Performance

A study by Joy, Ugochukwu and Ndubuisi (2015), on recruitment and selection on performance using Fidelity Bank, Lagos, Nigeria, on sample of 130 employees, revealed that recruitment and selection criteria had a significant effect on performance of organization. Small majority of the sampled respondents were of the view that recruitment and selection criteria affected the organization's performance. 23.8% of variance in the performance of organizations was accounted for by factors not included in their study. The study was limited to the private sector and did not consider orientation training and placement decisions.

Ikwesi (2010) assessed the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria using Oshimili South Local Government. It was revealed that; the recruitment and selection procedures in public service in Nigeria were not strictly followed and a relationship between inefficiency of the Nigerian public service and weak recruitment and selection processes. However, the study ignores placement and orientation similarly to the study by Joy, Ugochukwu and Ndubuisi (2015). It is also observable that the study on efficiency of the public service is not fully representative of operational performance. In a study on the role of human resource management in devolution Alande (2013) concludes that there exists a skills gap in county governments due to inherited unskilled and illiterate workforce from the defunct local authorities. He observed that HR policies were sparingly absent. However, he did not relate the findings to county government performance.

Empirical evidence pointed out the positive impact of recruitment and selection practices on organisational performance. Omolo et al. (2012), in their study established a weak positive and significant relationship between recruitment and selection practice performance of SMEs. Similarly, Zheng et al. (2009) found a positive and significant relationship between recruitment and selection practices and firms' performance. These findings support the emphasis placed by Guthrie (2001), who carried out a study on employee procurement, turnover and productivity in New Zealand hospitality industry and found a weak association between recruitment and selection practices and improved organisational profit. The studies were largely in the private sector and were limited in conceptual scope for generalisation to county governments. Jonathan, Moses and Willis (2012) found a significant positive correlation between recruitment/selection, and performance of SMEs. Employee procurement

process accounted for 20.8% of the total variance in performance of SMEs. This implies that that over 50.0% of variance in the performance is accounted for by other factors not covered in their study.

Olatunji and Ugoji (2013) studied six private companies on personnel recruitment and the organisational development, sampling 150 senior personnel using Personnel Recruitment Process Impact Questionnaire (PEREPRIQ). The study cited subjectivity on the part of management results to negative effect of employee procurement on the organisational performance. Adu-Darkoh (2014) also indicated that employee procurement practices are not adhered as expected. This in turn has negative impact on employee performance in construction companies in Nigeria. The negative impact was associated with poor working conditions of workers and poor human resource (HR) planning. Briggs (2007) also found that procurement practices have negative effect on organization performance. He identified some of the problem affecting recruitment and selection as, the increasing pressure for employment and utilization of informal sources of recruitment

Adeyemi *et al*. (2016) indicated that employee procurement processes which involve recruitment and selection have insignificant effect on organization performance of of Access Bank, odogunyan branch, Nigeria. This was also supported by Bako and Kolawole, (2016) on how recruitment and selection affect employee performance in hospitality industry in Ogun State, Nigeria. The result of the study reveals that correlation between employee performance and recruitment and selection were insignificant. It was noted that a lot of emphasis was placed on employee procurement so that vacant positions are filled best candidate however, performance is not affected by procurement processes.

Although, Ikwesi (2010) investigated the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria, the elements of employee procurement process and operational performance as in the study were not wholly addressed. All the studies were similarly limited in conceptual scope addressing only a few selected variables of employee procurement, majorly recruitment and selection, similarly operational performance only concentrated on employee productivity and efficiency in service delivery. Although most studies reviewed established positive relationship between employee procurement elements and performance of organisations, the effect of employee procurement on performance has always been weak indicating it only accounts small percentage in performance variation. Further, some studies have indicated negative effect of employee procurement

implementation on performance while some studies have established in significant relationship. This implies that, employee procurement practices do not always result to significant positive effect on organizational performance.

2.2.2 Employee Engagement and Operational Performance

Right Management (2009) studied engagement and organisational effectiveness among 28,810 employees representing a broad range of industry sectors from 15 countries in the Americas, Europe, and Asia-Pacific. The study used a stratified sample of employees that matched the workforce population in each country on several factors, including industry, size of organization, gender and age. Basing on the employee productivity as outcome of engaged employees, the findings indicated that there is a strong relationship between the level of employee engagement and organizational performance. Employees who indicated that their organizations were one of the best performers reported double the level of engagement compared to employees who reported average organizational performance. Although the study determined a positive relationship between employee engagement and organisational performance in the private sector, it did not assess the elements of engagement (leadership, work environment, etc) as determined by Robinson *et al*. (2004), the study evaluated the level of engagement basing on the output of engaged employees in productivity. Further, scope of the study was global in nature, covering three continents and therefore its findings may not apply to the local structure of governance in the county government system in Kenya.

Harter, Schmidt, Sangeeta and Stephanie (2012) investigated the relationship between engagement at work and organizational outcomes. They used 263 research studies across 192 organizations in 49 industries and 34 countries with a total of 49,928 business and work units including 1,390,941 employees. After conducting meta-analysis, they examined the practical meaning of the relationships by conducting utility analysis. They found that employee engagement has positive effect on performance outcomes studied. The true score correlation between employee engagement and composite performance was 0.42. The findings by Harter et al (2012) may not be generalizable to the county government situation since as meta-analysis study, it is a multiple variable study without specific consideration of employee engagement elements as work environment, leadership, team and co-worker relationship, training or career development and compensation or remuneration used in the study as proposed by Kahn (1990) and Robinson et al. (2004). The scope of the study was foreign private sectors and therefore not applicable to the public county governments in western

Kenya. The study also falls short of the county operational performance measures that are at variance with the private company performance issues.

Solomon (2010), carried out a study on employee engagement built on the foundation of earlier concepts like job satisfaction, employee commitment and organizational citizenship behaviour. He found that employee engagement is a stronger predictor of positive organizational performance. Engaged employees were emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going an extra mile beyond the employment contractual agreement. However, the study utilised general constructs of engagement that may suffer validity as perceived in the present study.

Sibanda (2014) analyzed employee engagement on organizational performance in a public sector organisation in Zimbabwe using a sample of 50 respondents and a combination of unstructured interviews, self-administered questionnaires and a content analysis of secondary data sources in the organisation. A thematic analysis revealed there is relationship between employee engagement and service delivery. The study concentrated on the performance of employees but neglected the wider operational performance of the organizations as in the current study.

Ariani (2013) also found out that employee engagement has positive effect on organization performance. The study observed that employee engagement is a positive attitude held by the employee towards the organization and its values. Practices engagement among employees can improve organization citizenship behaviour, employee effectiveness and taking personal initiative. However, the study concluded by revealing that employee engagement is a latent variable which requires further studies to establish how it can influence other variables to achieve organization performance and to truly understand and explain the relationships between the variables.

Otieno, Wangithi, and Njeru (2015), studied the effect of employee engagement on organisation performance in Kenya's horticultural sector. The population of this study was the 14 flower farms based in Naivasha. Stratified sampling technique was used in which 1888 participants responded. Correlation analysis revealed statistically significant positive relationship between employee engagement and organization performance. This study did not cover work environment, training and reward management aspects of employee engagement but only concentrated on leadership and co-worker relationship.

Therefore the reviewed studies on employee engagement and organizational performance are scanty in the public sector. Reviewed studies mostly establish a positive relationship between employee engagement and organizational performance (Levinson, 2007; Hewitt Associates 2004, Harter; Schmidt, Sangeeta & Stephanie, 2012; Solomon, 2010; Otieno, Wangithi, & Njeru 2015, and Sibanda 2014). However, in all studies, operational performance elements were not addressed as proposed by Cardy (2004) and Robinson et al. (2004). Likewise, the engagement of employees was not analysed based on the factors of engagement therefore the relationship between employee engagement and operational performance in the light of County governments is not known.

2.2.3 Moderating effect of employee engagement on the relationship between employee procurement and Operational performance.

Cooper and Schindler, (2006) and Sakaran, (2006) defined a Moderating Variable (MV) as a second independent variable that is included because it is believed to have a significant contributory or contingent effect on the originally stated Independent Variable (IV)-Dependent Variable (DV) relationship. Sakaran, (2006) stated that the presence of a third variable (the moderating variable) modifies the original relationship between the independent and the dependent variables. From the reviewed literature on the relationship between employee procurement implementation and performance, the results have shown mixed outcome from positive to negative and significant to insignificant. With special focus on insignificant effect and weak positive effect, this study reviewed employee engagement as a moderating variable on the relationship between employee procurement and Operational performance.

Jepkorir (2014) in her study on perceived relationship between employee engagement and employee performance at East African Portland Cement Company Limited, in addition to realising a positive relationship, she revealed that employees engaged are proud of the work that they performed. They also continue working for very long periods at a time thereby impacting positively on performance. However, she did not consider their procurement implementation and only dealt with the qualitative aspect without any quantitative evidence.

Mbae (2014) study on perceived relationship between employee engagement and employee performance in Kenya medical training college found a strong positive relationship between employee engagement and employee performance ($r = 0.89$, $p < 01$). This research, however,

did not answer the question of whether employee engagement causes employee performance. Attempts made were limited to demonstrating correlation. Correlations are limited to showing the nature of correspondence between variables, but do not indicate whether one variable causes the other. However other studies opposed a causal effect of engagement to performance (Karanja, Ndunga Mugambi & Theuri, 2014; Muriu, 2012 and Oketch et al, 2010). The studies therefore shed no light on the moderating aspect of employee engagement.

McConnell (2007) established that a good induction program will leave the employee feeling empowered and a full part of the team, find their way around the organization faster, reinforces the employees' feelings of desiring to work at the organization and become productive. The same was echoed by the report of Von Rohr and Associates (2007). They further stated that "the effective induction leads to high initial engagement with their organization. McConnell (2007) did not statistically test the moderating influence of engagement on employee procurement and performance. The studies link engagement with training and productivity but do not expressly account for the moderating aspect.

The study by Muriu (2012) revealed that employee engagement has relatively little to do with organisational performance while Kenya Institute for Public Policy Research and Analysis (2013) report confirmed positive moderating influence of employee engagement on the relationship between employee procurement and operational performance, but lacked empirical evidence of this relationship, providing mixed results.

Existing literature has indicated little on the moderating effect of employee engagement on relationship between employee procurement and performance of county governments. However, there has been evidence of mixed outcome on the moderating role of employee engagement with some studies indicating significant moderation effect while some indicating insignificant moderation effect. Xanthopoulou et al (2009) found out that employee engagement as a catalyst for experienced restaurant workers increase on daily financial returns. These studies attest to a positive significant moderating influence of employee engagement on the relationship between employee quality and organisational performance but fail to address the specific issues under engagement as a moderator variable. Dennis (2014) examined the moderating effect of employee engagement on the relationship between strategic planning and organization performance and found a significant moderation effect on this relationship. The results for strategic planning as independent variable cannot be

generalised on employee procurement as they are not the same elements in human resource management.

Hellen, Guyo and Odhiambo (2014) assessed the moderating role of employee engagement on the relationship between training and career development and labour productivity. An explanatory research design was adopted where census method was used, involving all 205 state corporations in Kenya. The study established that employee engagement plays an insignificant moderation effect on this relationship and recommends that organizations that wish to get higher results from their labour force should consider employee engagement drivers. Training and labour productivity are both components of employee procurement and organisational performance respectively, but far inadequate measures for holistic employee procurement implementation and operational performance. Similar results were obtained by Shuck and Reio (2014) using a sample of 216 health care employees from the America and Asia completed an online survey. The study found out that employee engagement had insignificant moderation effect in some countries while in some countries especially in Asia had insignificant moderation effect.

Reviewed studies largely concur with employee engagement as having a moderator relationship with the operational performance of organisations however, Kenya Institute for Public Policy Research and Analysis (2013) report contradicted employee procurement alone as a predictor to operational performance. The reviewed studies relayed on employee productivity measure to evaluate their engagement ignoring all elements of employee engagement as proposed by Kahn (1990) and Robinson et al (2004). Furthermore, they did not consider it as an express moderator, for instance Muriu (2012) fail to address the specific variables under engagement as a moderator variable while Jepkorir (2014) and Mbae (2014) failed to test the moderation effect as employee procurement was left out but concentrated on the operational performance effect and only discussing the moderating aspect qualitatively

2.3 Research Gaps

The reviewed literature revealed gaps that the present study sought to fill. On the relationship between employee procurement and operational performance of county governments in western Kenya, the relationship existence was established in various studies. However studies (Joy, et al. 2015), were limited to the private sector and did not consider all the stages of employee procurement implementation. Furthermore, although the studies suffers limitations

on employee procurement and operational performance conceptual indicators, only considering the efficiency of the public service which is not fully representative of operational performance. As such, basing on Armstrong (2006) there have been scanty studies on employee procurement Components and organisational performance in the public sector. All these studies were limited in conceptual scope since not all variables of employee procurement and operational performance were used.

The data analysis methods were also thematic in most studies, leaving a gap on the empirical analysis that the current study sought to fill using both descriptive and multivariate analysis to determine the effect of total procurement process effect on organisational performance.

For the relationship between employee engagement and operational performance, most studies determined a positive relationship in the private sector; however, the studies did not assess the elements of engagement as determined by Robinson et al, (2004) to include work environment, leadership, team and co-worker relationship, training or career development and compensation or remuneration. The study scope was global in nature, covering three continents and therefore its findings do not apply to the local structure of governance in the present study area. Some studies focused on financial performance in the private sector thus limited in application to the county governments' operational performance. A critic on methodology for meta-analysis study being a multiple variable study had no specific consideration of the present study variables on employee engagement and operational performance despite being in the private sector. Some reviewed studies suffered construct validity on elements used for the study variables and divergent scope in relation to the current study. Although the studies were few and gave mixed results, none of them was in public sector but the consensus from reviewed literature however point to a positive relationship between employee engagement and operational performance despite the revealed gaps.

A review of the moderating effect of employee engagement on the relationship between employee procurement and operational performance, Shuck and Reio (2014), Hellen, Guyo and Odhiambo (2014) though inadequate variables, found the moderation influence insignificant. However, Torrington et al. (2011), Karanja, Ndunga Mugambi and Theuri, (2014), Muriu (2012) and Oketch et al (2010) proved a positive moderating influence of employee engagement on the relationship between employee procurement and organisational performance. Although, no study addressed all the entire process of employee procurement as laid by Armstrong, (2014), the results were mixed and lacked empirical objective evidence of

the moderating role of employee engagement on the relationship between employee procurement implementation and operational performance especially in the county government environment.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This chapter focuses on research methodology used in the study. It included research design, study area, target population, sample size and sample selection, research instruments used and their validity and reliability, methods of data collection, proposed data analysis and presentation.

3.1 Research Design

A research design is the program that guides the investigation of the research in the collection, analysis and interpretation of observation made (Nachmias, 2005). The methodology for the study was a mixed methodology where qualitative method elicited the emerging theme from respondents views on the issues related to study variables in the counties and quantitative methods were used in correlation of variables stated in objectives. Mixed methods design was appropriate because it allowed for acquisition and comparison of both qualitative and quantitative data and analysed information so as to have diverse findings on the objectives before making a solid conclusion. The researcher adopted correlation research design; Correlation research is descriptive in that it cannot presume a cause-and-effect relationship. It can only establish that there is an association between two or more traits or performance. This involves collecting data to determine whether a relationship exists between two or more quantifiable variables. The main purpose of correlation research is to describe the nature of the relationship between employee procurement and performance of county governments. Correlation research helps in identifying the magnitude if the relationship exists (Kothari, 2011). The design related the process of employee procurement implementation to the county government performance and analyzed the moderating effect of employee engagement on the relationship.

According to Isaac and Michael (1990), information gathered through correlation design can also be used to: answer questions that have been asked and used when examining social issues that exist in an organisation. This design was thus used to describe the state of employee procurement and performance in the selected counties.

3.2 Study Area

The research was carried out within the counties in western Kenya. The targeted counties are located in the Western region of Kenya. The region has four counties which include Busia County, Bungoma County, Kakamega County and Vihiga County (MoD & P, 2016). The available literature reveals issues indicative of employee procurement problems and operational performance that the counties are representative of the general counties situation in Kenya,

The region lies between latitudes and longitudes 0°30'N: 34°30'E. The counties border Trans Nzoia County to the north, Nandi County to the East, Kisumu County to the South, and Siaya County to the West. The County covers a total area of 531.0 Km2 with an estimated population of 4.334 million (MoD & P, 2016). Bungoma County is a sugar producing county, with one of the country's largest sugar factories, as well as numerous small-holder sugar mills. Maize is also grown for subsistence, alongside pearl millet and sorghum. Dairy farming is widely practised, as well as the raising of poultry. There is a small but important tourist circuit, centering on the biennial circumcision ceremonies. Kakamega County has a mixture of both subsistence and cash crop farming, with sugar cane being the preferred medium to large scale crop. The County has two sugar factories. There is also a significant tourism industry centering on Kakamega Forest. Busia County experiences perennial floods from the Nzoia River, and the dominant economic activity is fishing on Lake Victoria. Limited commercial farming is also practiced, mainly of sugar cane. Subsistence farming of cassava is widely practiced. Vihiga County has large tea plantations, and is the most densely populated rural area in Kenya. Quarrying for construction materials is a significant activity in the hilly county. Dairy farming is also widely practiced in Vihiga. Western Kenya has many large factories, including sugar processing plants (4 factories). The largest of these is Mumias Sugar, based at Mumias, to the west of Kakamega. This factory produces the dominant sugar brand in Kenya and is an economic success story. Despite this, living standards are generally low and social amenities like running water and electricity are not available to the majority of the residents of the County (KNBS, 2016; MoD, 2016).

Western Kenya Counties was ideal for the study because it is heavily populated with high literacy levels providing a healthy environment for quality employee procurement. It is characterized by heterogeneous political inclination with virtually all political parties

represented. The counties also represent moderate level of development since independent and thus devolved system of governance was founded on some sort of development platform. The Counties all suffer from overstaffing, low revenue collection and low absorption of national allocation indicative of human resource procurement and operational performance issues and therefore presents a good case study for Kenyan counties.

3.3 The Target Population

A target population is a group of people or study subjects who are similar in one or more ways and who form the subject of the study in a particular survey (Orodho, 2005).The target population for the study were employees of counties in western Kenya who are the heads of county departments as in table 1.

Table 1: Western Kenya Counties Administrative Employees' Population

Departmental Heads	Kakamega	Bungoma	Busia	Vihiga	Total
County Executive Officers	10	11	9	10	40
County Secretary	1	1	1	1	4
Sectional Heads	23	25	24	22	94
County Chief Officers	10	10	12	10	42
Total	43	46	45	42	180

Source; County Employee Statistics (2017)

As indicated in Table 1, counties in western Kenya have a total population of 180 departmental heads according to PSB, (2017) report, out of which 40 are County Executive Officers, 4 are county secretaries, 94 are sectional heads, and 42 are county chief officers (County Employee Statistics, 2017) as in Table 3.2 shown. The administrative employees gave accounts of their procurement status and their perceptions on county performance status from the insider view point. They also accounted for the engagement components in the county to reveal the level of employee engagement. Secondary data from employment records was used to report employee data through performance records, disciplinary issues, orientation programmes, selection records, placements, separations, rewards and performance data on project implementation correspondence, compliments and complaints, reports on departmental performance, strategic plans and others were used to complement the themes of the interview schedule.

The study participants that were sampled were county executive officers, county sectional heads and county chief officers.

In total there was a sample of 166 county employees who participated in the study questionnaire and four (4) specifically county secretaries were subjected to the interview schedule as key informants. The sample size return rate for questionnaires is presented as shown in Table 2 as follows.

Table 2: Questionnaire Response Rate

Respondents	Sampled Respondents	Response return rate F(%)
County Governments Employees	166	165(99.4)

Source: Survey data (2016)

In this study, out of the 166 western Kenya counties employees who were sampled, 165(99.4%) satisfactorily responded to the questionnaire. All the four county secretaries participated in the interview schedule and their views were captured. This high rate of return was attributed to the fact that the instruments were personally administered by the researcher and the researcher made a follow up personally to respondents who became enthusiastic to share their experiences in the County administration. Considering Mugenda and Mugenda (2004) assertion that a response rate of more than 50% is adequate for analysis in social sciences, more so, Babbie (2004) also asserts that a 60% return rate is good and a 70% return rate is very good. The study response rate therefore represents a good return that can facilitate the generalizability of the findings.

3.3.1: Respondents Demographic Information

The respondents comprised of County Executive Officers, County Secretary, Sectional Heads, and County Chief Officers. Their demographic information comprised of the following characteristics presented in the Table 3 that follows.

Table 3: Respondents Profile (County Government Employees)

Characteristic	Category	Frequency	Percent
Age	21-35 years	35	21.2
	36-55 years	83	50.3
	56-72years	47	28.5
Gender	Male	112	67.9
	Female	53	32.1
Department	County chief officers	68	41.2
	Sectional heads	81	49.1
	County executive officers	14	8.5
	Other staff	2	1.2
Education level	Tertiary(diploma/certificate)	62	37.6
	University(bachelor's degree)	93	56.4
	University (post graduate degree)	10	6.1
Years of experience	One and less than one years	75	45.5
	2-4 years	73	44.2
	5-9 years	17	10.3
Total		**165**	**100.00**

Source: Survey Data, 2017

The findings in Table 3 indicates that majority, 83(50.3%) of the respondents, who are the county employees were aged between 36-55 years. The second in category, 47(28.5%) were aged between 56-72 years and finally, 35(21.2%) were aged between 21-35 years. This is attributed to the transfer of service from defunct local authority and transfers from national services that took up position in the newly devolved county administration. Majority of the employees 112(67.9%) also emerged to be male employees while the minority were female. These findings are within the Kenyan constitutional requirement on gender representation of a third gender rule that the counties have complied.

Most of the respondents 81(49.1%) were county sectional heads, followed by 68(41.2%) who were county chief officers and finally other staff of the county. This representation was within the study design to get the views of the county management staff. In terms of educational qualification, the majority, 93(56.4%) of the county employees had a university

degree, 10(6.1%) had attained post graduate degrees signifying a good trend of professionals taking up of county jobs.

It also emerged from the findings that majority of the employees have one or less than one year of experience 75(45.5%) and very few had over five years' experience in their service as indicated by 17 respondents which is 10.3 percent. This may be attributed to the fact that counties as devolved units responded to the constitutional spirit of bringing government to the grassroots through devolved functions that had attracted new professionals to the counties within the four years of devolution in Kenya.

3.4 Sampling Technique

The administrative employees of the 4 counties were studied as a saturated sampling, since the units of study were not too many, and were concentrated in Western Kenya and, therefore, accessible, and not prohibitive in terms of cost, time and other resources as also suggested by Saunders *et. al.,* (2007); and Sekaran (2000). Furthermore, a census survey is suited to the research objectives of establishing the hitherto enigmatic employee procurement implementation relationship to County government's performance in Counties perenially beset with challenges. Such a methodology enhances validity of the data by including certain information-rich cases for study (Carmines & Zeller, 1988; Patton, 1990). Therefore, the total sample for the study was 166 administrative employees and 4 key informants from the four counties in Western Kenya. The remaining 10 respondents from the total population were used in the pilot study.

3. 5 Data Collection Methods

This involved sourcing for data, data instruments, data collection procedures, validation and reliability of data collection instruments.

3.5.1 Data Sources

Data are defined as facts or information, especially when examined and used to find out things or to make decisions (Kothari, 2007). Data are classified as either primary or secondary. In the process of carrying out this study, the data used was collected from two major sources. These sources included primary and secondary ones. Primary data are those collected afresh and for the first time and thus happen to be original (Kothari, 2007). The

primary sources of data that were used for the analysis of the study were those collected from the respondents through the questionnaire and interview schedule designed for the study.

The questionnaires were used to collect quantitative data while interview schedule were used to collect qualitative data. The information sought was their views on employee procurement process, their level of engagement and operational performance of their counties. The questionnaires were administered by the researcher, conducting of oral interview on some top management officers of counties in western Kenya. This was done to elicit further information from them concerning the issue under study. Secondary data are those which have been collected by someone and which have already been realized by using both methods of data collection. Secondary data was therefore collected from secondary sources such as employee personal files to gather employee procurement and engagement related information, departmental reports on employee engagement and operational performance, training records on orientation, recruitment draft information on recruitment strategies, selection reports information on selection processes, internal audit reports on operational performance, projects implementation correspondence information for operational performance, compliments and complaints reports on departmental performance and strategic plans for human resource planning.

3.5.2 Data Collection Procedures

The researcher obtained an introductory letter from Maseno University School of graduate studies for proposal approval to enable him to get a approval from the National Commission of Science and Technology through issuance of research permit. The same were presented to county government departments in charge of education in western Kenya to gain acceptance for data collection. Questionnaires were given to relevant respondents and the interview schedules administered through the research assistant, who assisted the researcher after thorough training.

Qualitative data was collected from interviews administered to the four county secretaries, by the researcher himself. The researcher, using an observation checklist observed project initiated and their progress, work environment and office design. The researcher requested for personnel files, employee procurement policies and regulatory framework from human resource office while industrial relations correspondence were sought from union officials. The County Government Coordinating Summit and Council of Governors proceedings

documents gave valuable information on county government performance and challenges nationwide.

3.5.2 Pilot Study

A pilot study was done to ascertain the reliability and validity of the research instruments. The study used 10 participants for the pilot study across the four counties of the study. This is because they represented similar characteristics of the population of the study. This was also in according to Isaac and Michael (1995) who suggests that 10-30 participants are ideal for a pilot study. These respondents were excluded from the main study respondents. The pilot test helped the researcher to identify poorly constructed questions in the questionnaire, remove ambiguities, simplify the questions and further develop questions for easier coding. In accordance to Orodho (2005), a pilot study enables the researcher to determine the validity and reliability of the instruments.

3.5.3 Data Collection Instruments

Kothari (1990) reports that the common tools used to collect data include questionnaires, interview, observation and documentary analysis. Oso and Onen (2008) support the use of questionnaires as the instrument of data collection for a rigorous research design. Similarly, the study employed the use of questionnaires, interview schedule, observation checklist and documentary analysis to collect data. The study interviewed 4 county secretaries of counties in western Kenya. This study used closed-ended questionnaires and, to some extent open-ended questions for the rest of the respondents for varied opinion on the constructs.

3.5.4 Reliability of the Research Instrument

Reliability is a measure of degree to which a research instrument yields to trials. This is according to Mugenda and Mugenda (1999). The reliability of the questionnaire was tested using Cronbach's alpha with the aid of Statistical Package for Social Sciences (SPSS) software. The closer Cronbach's alpha coefficient is to 1, the higher the internal consistency and reliability (Aila et al, 2012). As a general rule of thumb, the Cronbach's alpha should be greater than 0.7 (Ombok et al., 2015). However, in cases such as exploratory studies, values greater than 0.60 are also accepted (Hair et al, 1998; Nunnally., 1978). Using the Cronbach alpha coefient, all the items in the questionnaire were tested to find out if they meet the threshold alpha value of 0.7 since it is a correlation study. The study results were presented in Table 4 as shown.

Table 4: Reliability Analysis Test for Research Instruments

Items	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
COP		
Employee Productivity	.253	.845
Institutional Trust	.538	.828
Professionalism	.526	.831
Project Implementation	.385	.838
EPI		
Recruitment	.365	.839
Selection	.439	.835
Induction Training	.450	.834
Placement	.454	.835
EE		
Work Environment	.599	.826
Leadership	.698	.818
Team Work & co-worker relationship	.539	.831
Reward Management	.517	.831

N=12

The results on the overall reliability test using Cronbach's alpha coefficient were also presented as shown in table 4 that follows. From the findings presented in Table 3, all the Cronbachs' alpha coefficients were above the threshold value of 0.7. Examining the Cronbach's alpha value on 'if item deleted' column, all the Coefficients ranges from 0.799 to 0.845. This means that the instrument was reliable. The results for the overall reliability value were also presented as shown in table 5 as follows.

Table 5: Overall Reliability Test for all the Scales

Cronbach's Alpha	N of Items
.842	12

The findings in table 5 indicate that the overall reliability test for all the items was 0.842, with all the 12 items combined. This means that all the instruments were reliable and fit for analysis.

3.5.5 Validity of Research Instruments

Validity refers to the degree that an instrument actually measures what it is designed or intended to measure (Netemeyer, Bearden & Sharma, 2003; Burton & Mazerolle, 2011; Bolliger & Inam, 2012). Drost (2011) suggests that there are four types of validity that researchers should consider. These include statistical conclusion validity, internal validity, construct validity, and external validity. The study performed construct and content validity because they are the most relevant ones to determine instrument validity for the purpose of this study.

Content validity is a qualitative type of validity where the domain of the concept is made clear and the analyst judges whether the measures fully represent the domain (Bollen, 1990). Therefore, content validity is a qualitative means of ensuring that indicators tap the meaning of a concept as defined by the researcher (Kimberlin & Winterstein, 2008; Drost, 2011). It was assessed through literature searches to ensure that items were based on the domain of the study concepts in accordance to (DeVellis, 2012), they were a gain corroborated by expert judgement and review suggestions as advised by (Aila & Ombok, 2015). The research advisors and research peers in the school of business and economics as well as scholars in the school of graduate studies, Maseno University give expert judgement and their suggestions were incorporated.

Construct validity exists when a measure reliably measures and truthfully represents a unique concept. It refers to how well a concept, idea, or behaviour – that is a construct – has been translated or transformed into a functioning and operating reality, the operationalisation.

In order to achieve this, the study used exploratory factor analysis to determine construct validity of the instruments based on the factor loadings. The correlations entailed factor loadings that were more than 0.3, which made the study to be significant and therefore the instrument were used for the study purpose (Aila & Ombok, 2015).

The construct validity was also improved through thorough review of literature to ensure that the measurement items conform to theoretical assertions of the concept under study (Aila et al., 2012).

3.6 Data Processing and Analysis

The researcher scrutinized the data pieces and identifies the emerging gaps. Finally, data was classified and coded according to the patterns of the responses given by the respondents. Qualitative data from interview schedule respondents and group discussions was analysed by establishing the theme of respondents. Quantitative data was analysed using both descriptive and inferential statistics and presented in the form of frequency and percentages, means and standard deviations. Means provide numerical estimation of the average rating of the variable under study from sample respondents (Drost, 2011). As a result, means were used as basic preanalysis before engaging into correlations or regression analyses. This was done sequentially according to the objectives based on hypothesis testing. For the hypothesized relationships, equations 3.1, 3.2, and 3.3 was used in quantitative analysis to reveal the relationship as below;

3.6.1 Data analysis for Objective one

To achieve objective one of the study which sought to determine the effect of employee procurement implementation on the performance of county governments in western Kenya, the study used multiple regression analysis to test the first null hypothesis. Equation 3.1 contains an array of variables that defines employee procurement as used in this study. This regression model was used to explore the hypothesized relationship between employee procurement and county government performance in specific objective one.

The equation was in the form:

Equation 3.1

$$Y_i=\beta_0+\beta_1 Z_{1i}+\beta_2 Z_{2i}+\beta_3 Z_{3i}+\beta_4 Z_{4i}+\varepsilon_i\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots..$$ (3.1)

β_0	=Constant or intercept
$\beta_{1(i=1, 2, 3)}$	=Are the regression coefficients or change induced in Y by each X
Z_{1i}	=Recruitment
Z_{2i}	=Selection
Z_{3i}	=Induction Training
Z_{4i}	=Placement
ε	=Error (assumed to a have normal distribution and constant variance)

Equation 3.1 correlates each of employee procurement implementation stages with performance. This gives the researcher the opportunity to compare the magnitude of performance outcome from each of the stages. The hypothesis were accepted if the significance level (p) was less than 0.05 that follows.

Basing on the null hypothesis; H_{01}; Employee procurement process has no significant effect on the performance of county governments in western Kenya. Regression analysis was done to find out the relationship between employee procurement process and performance of county governments in western Kenya. If coefficient of correlation (R) between employee performance and employee procurement is greater than zero (R>0), then a positive relationship exists between them and if the significance level is less 0.05 (P<0.05) then the relationship is significant. The r^2 which is the coefficient of determination was used to explain changes in performance of county governments that is accounted for by employee procurement.

3.6.2 Data Analysis for Objective Two

To achieve objective two of the study which seeks to establish the influence of employee engagement on the operational performance of county governments in western Kenya, the study l used multiple regression analysis to test the first null hypothesis. Equation 3.2 contains an array of variables that defines employee engagement as used in this study.

This regression model was used to explore the hypothesized relationship between employee engagement and performance of county governments in specific objective two. The equation was in the form:

Equation 3.2

$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \beta_4 X_{4i} + \varepsilon_i$…………………………………………………….. (3.2)

β_0	=Constant or intercept
$\beta_{1(i=1, 2, 3)}$	=Are the regression coefficients or change induced in Y by each X
X_{1i}	=Work environment
X_{2i}	=Leadership
X_{3i}	=Team work and co-workers
X_{4i}	=Reward management
ε	=Error (assumed to a have normal distribution and constant variance)

Equation 3.2 correlates each of the stages of employee engagement dimensions with performance. This gives the researcher the opportunity to compare the magnitude of performance outcome from each of the stages. The hypothesis was accepted if the significance level (p) was less than 0.05

Basing on the null hypothesis; H_{02}; Employee engagement has no significant effect on the operational performance of counties in western Kenya, Regression analysis was done to find out the relationship between employee engagement and performance of county governments in western Kenya. If coefficient of correlation (R) between employee engagement and employee procurement is greater than zero (R>0) then a positive relationship exists between them and if the significance level is less 0.05 (P<0.05) then the relationship is significant. The R^2 which is the coefficient of determination explained changes in performance of county governments that is accounted for by employee engagement.

3.6.3 Data analysis for Objective Three

To achieve objective three of the study which sought to analyse the moderating effect of employee engagement on the relationship between employee procurement and performance of county governments in Western Kenya, the study used hierarchical regression analysis to test the second null hypothesis. H_O; County employee engagement has no effect on the link between employee procurement and performance in counties in western Kenya.

Equation 3.3 was used to address the third specific objective by determining the moderating effect of employee engagement on the relationship between county employee procurement and county government performance. Researchers have posited that moderated regression analysis is the most common general and conservative method for testing contingency hypothesis in which interaction exits (Aquinas, 2014; Cohen & Cohen, 1083; Dowling & McGee, 1994).

The equation for this regression analysis is given below:

Equation 3.3

Additive Model: $Y_i=\beta_0+\beta_1 X_i+\beta_2 Z_i+\varepsilon_i$…………………………………………….. (3.3)

Where X_i and Z_i is independent variable (Employee procurement) and moderator variable (Employee engagement) respectively

Equation 3.3, introduces employee engagement as an additive moderator in order to establish its contribution in the employee procurement implementation and county performance as shown in Equation 3.3.

Equation 3.4

Multiplicative Model: $Y_i=b_0+b_1 X_i+b_2 Z_i+b_3 X_i Z_i+\varepsilon_i$………………………………….. (3.4)

Where $X_i Z_i$ is the cross product of interaction term between employee engagement (Moderator) and employee procurement (independent variable)

Model 3 encompasses the dependent and independent variables, potential moderating variable and the cross product interaction term of the independent and moderating variable (employee engagement) respectively.

Y =Dependent Variable (County Government Performance)

X=Moderator Variable (Employee Engagement)

Z=Independent Variable (Employee procurement)

XZ=Interaction Terms (Interaction of Employee engagement and procurement)

β_0=Standardized Y intercept in the additive model (Model without the interaction term)

β_1=Standardized coefficient of Z in the additive model

β_2=Standardized coefficient of Z in the additive model

b_1=Unstandardized coefficient of Z in the moderator model (Main effect of Z on Y if Z is zero or Simple effect of Z on Y if X is above zero)

b_2=Unstandardized coefficient of X in the moderator model (Simple effect of X on Y)

b_3=Unstandardized coefficient of XZ in the moderator model (The interaction measure for moderation)

ε=Residual in the equations

i=Number of respondents under consideration

Note: X can be considered as a moderator variable only if the change in R^2 for equation (3.2) compared to equation (3.3) is statistically significant.

Basing on the null hypothesis; H_{03}; County employee engagement has no effect on the link between employee procurement and performance of county governments in western Kenya. Moderated regression analysis was done to find out the relationship between employee procurement process and employee engagement as well as between employee engagement and performance of county governments in western Kenya. If R>0 then a positive relationship exists between them and if P≤0.05, then the relationship is significant.

In multiple linear regression analysis, this involved testing the main effects of the independent variable (Employee procurement) and moderator variable (Employee engagement) on the dependent variable (County government performance) and the interaction between employee procurement and the employee engagement. The significance of the independent variable and the moderator variable is not particularly relevant in determining moderation. Moderation is assumed to take place if the interaction between the employee engagement and employee procurement is significant. If the EE*EP (where EE is employee engagement and EP is employee procurement) has a p value ≤ 0.05, then there is a significant moderating effect. Regression coefficients greater than zero, ($\beta > 0$) signifies positive moderating effect. Therefore, the summary of objectives analysis was as follows:

Table 6: Summary of Methods of Analysis of Objectives

Objective statement	Methodology/Analysis
To determine effect of employee procurement implementation on the performance of Western Kenya Counties governments.	Multiple standard regression model was be used to determine the influence of employee procurement process on performance. F-test under ANOVA in the regression model was used to test the null hypothesis at $p<.05$
To establish the influence of employee engagement on the performance of western Kenya Counties governments	Multiple standard regression model was used to determine the influence of employee engagement of performance. F-test under ANOVA in the regression model was used to test the null hypothesis at $p<.05$
Analyse the moderating effect of employee engagement on the relationship between employee procurement and performance of Counties Government of WESTERN.	Quantitative data obtained in objective one and two was subjected to hierarchical regression analysis to test second null hypothesis. If moderated R and r^2 is difference from R and r^2 obtained from objective two and $p<0.05$, then employee engagement has significant moderating effect on the relationship between employee procurement and performance of County Government of western.

Source: Researcher (2017)

Table 7: Measurement of Variables

Variable	Constructs/Dimensions	Author
Employee procurement	Recruitment	Barber (1998)
	Selection	Freeman and Gilbert (2000)
	Induction	
	Placement	
Employee Engagement	Work Environment	Miles (2000)
	Leadership	Walumbwa et al. (2008)
	Team work	Kahn (1990)
	co-worker relationship	
		Kahn (1990), (Robinson, Perryman, and Hayday, 2004).
County Government	Institutional Trust	Bernadian et al. (1995)

operational performance	Project performance	Cardy (2004)
	Resident satisfaction	Nzuve (2000)
	Professionalism	Robinson et al. (1995)
	Employee productivity	

Source: Researcher (2017)

3.7 Ethical Considerations

According to Leach (2005) ethics involves making a judgment about right and wrong behaviour. Ethics as noted by Leach (2005) is referred to, as norms governing human conduct which have a significant impact on human welfare. In this study, confidentiality was of importance. In this regard, the names of the respondents were not disclosed and the names of the specific staff members involved in the study were held in confidence. In addition, where a response had to be attributed to specific individuals, the same information was maintained in strict confidence. The data collection permission was sought from Maseno University School of Graduate Studies upon approval of the proposal and a research permit processed from National Commission of Science and Technology (NACOSTI).

3.8 Assumptions of Regression Analysis

According to Poole and Farrel (1971) proper use of multiple regression model requires satisfaction of various assumptions so as to put the model in application and ensure validity. Furthermore, when the assumptions of the regression model are ignored, there is a possibility of ending up with a wrong validity thus leading to type I or type II errors, alternatively under or overestimation of the effect size (Antonakis, & Deitz, 2011; Osborne & Waters, 2002). In regard to the seriousness of these assumptions, the study sought to fulfil them before conducting the analysis. These included linearity, independence of errors, normality, collinearity and homoscedasticity, which are addressed in the subsequent sections of the study.

3.8.1 Colinearity Diagnostics

Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables (Keith, 2006). In MR the independent variables are allowed to be correlated to some degree (Cohen, 1968; Darlington, 1968; Hoyt et al., 2006; Neale et al., 1994). The regression is designed to allow for this, and provides the proportions of the overlapping variance (Cohen, 2968). Ideally, independent variables are more highly correlated with the dependent variables than with other independent variables.

Table 8: Colinearity Diagnostics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	DurbinWatson
1	.728[a]	.531	.525	.31385	
2	.735[b]	.540	.531	.31169	1.606

a. Predictors: (Constant), mean engagement, procurement mean

b. Predictors: (Constant), mean engagement, procurement mean, interaction

c. Dependent Variable: performance

The results on multicolinearity using Durbin Watson test shows a value that is close to 2 thus implying that there were no multicollinearity.

Widely used procedures examine the correlation matrix of the predictor variables, computing the coefficients of determination, *R2*, and measures of the eigenvalues of the data matrix including variance inflation factors (VIF) (Mason & Perreault Jr., 1991). Tolerance measures the influence of one independent variable on all other independent variables. Tolerance levels for correlations range from zero (no independence) to one (completely independent) (Keith, 2006). The VIF is an index of the amount that the variance of each regression coefficient is increased over that with uncorrelated independent variables (Keith, 2006). Therefore the results for colinearity tests are presented as shown in Table 9 that follows.

Table 9: Colinearity Diagnosis with Tolerance and VIF

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.366	.151		2.421	.017		
	procurement mean	.191	.071	.174	2.699	.008	.701	1.427
	mean engagement	.621	.065	.619	9.625	.000	.701	1.427
2	(Constant)	1.642	.723		2.270	.025		
	procurement mean	.316	.289	.287	1.091	.277	.232	4.296
	mean engagement	.018	.360	.018	.050	.960	.198	5.047
	interraction	.249	.138	.974	1.803	.073	.499	2.036
a. Dependent Variable: performance								

Table 9 shows the VIF and Tolerance values, which are within the limits. When a predictor variable has a strong linear association with other predictor variables, the associated VIF is large and is evidence of multicollinearity (Shieh, 2010). The rule of thumb for a large VIF value is ten (Keith, 2006; Shieh, 2010). Small values for tolerance and large VIF values show the presence of multicollinearity (Keith, 2006). The results on colinearity diagnosis using variance inflation factor and tolerance indicate values that fall within the ranges. For tolerance, all the values are more than 0.1, while for VIF, all the values are less than 10 thus implying that there were no multicolinearity within the data.

3.8.2 Test of Normality

Multiple regressions assumes that variables have normal distributions (Darlington, 1968; Osborne & Waters, 2002). When scores on variables are skewed, correlations with other measures will be attenuated, and when the range of scores in the sample is restricted relative to the population correlations with scores on other variables will be attenuated (Hoyt et al., 2006). Non-normally distributed variables can distort relationships and significance tests (Osborne & Waters, 2002). Outliers can influence both Type I and Type II errors and the overall accuracy of results (Osborne & Waters, 2002). The findings on normality plot are presented as shown in figure 3.1 that follows.
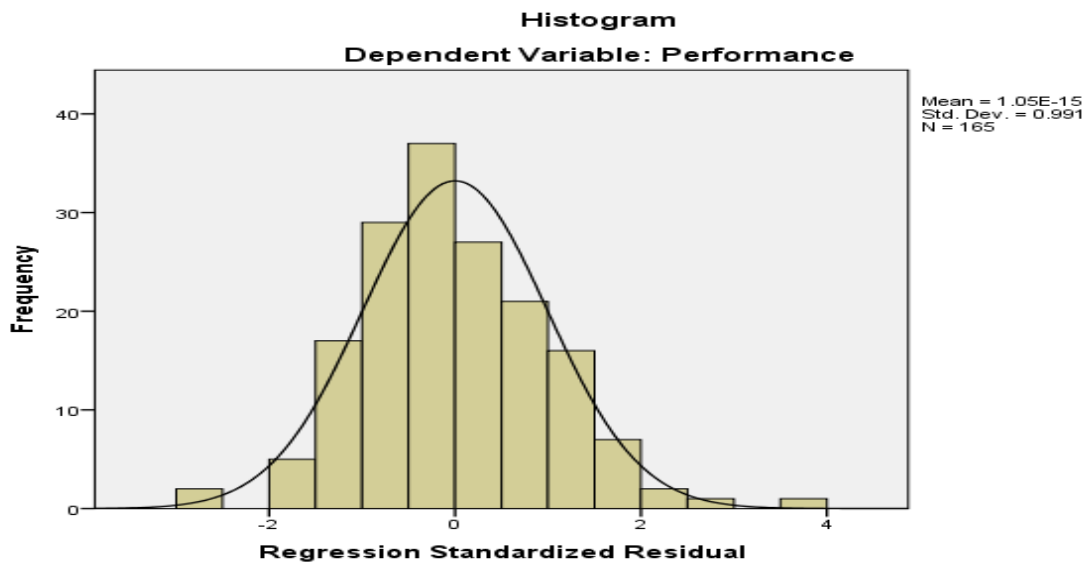
Figure 3.1: Normality Test

Figure 3.1 indicates a bell shaped centralised plots without positive or negative skewness. The plot is thus normal thus indicating that the data was normally distributed satisfying the assumption of normality of data.

3.8.3 Test of Linearity with Normal Probability Plot

Keith (2006) asserts that this is the most important assumption of regression analysis because it directly associates the bias of the results of the entire analysis. Linearity implies that the dependent variable is a linear function of the independent variables according to Darlington (1968).

With regard to this assumption, multiple regressions accurately estimate the relationship between the dependent variable and independent variable. In order to test this assumption, residual plot was carried out as shown in figure 3.2 that follows.
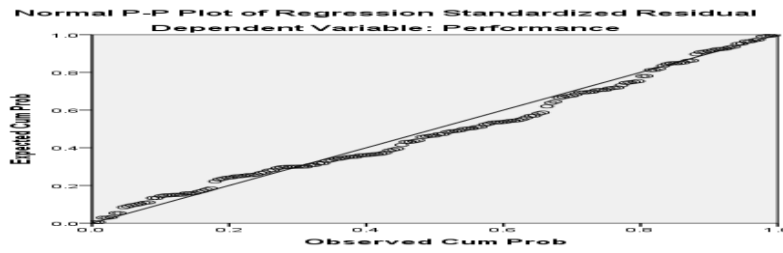
Figure 2.2: Linearity Plot

The results in Figure 3.2 indicate that the data has a linear plot as shown by a linear line. This implies that the variables had a linear relationship thus fit for regression analysis. This is in confirmation to assertion by Stevens, (2009) who reported that residual plots showing the standardized residuals verses the predicted values and are very useful in detecting violations in linearity and therefore this assumption was met.

3.8.4 Test of Homeoscedasticity with Scatter Plot

The assumption of homoscedasticity refers to equal variance of errors across all levels of the dependent variables (Osborne & Waters, 2002).
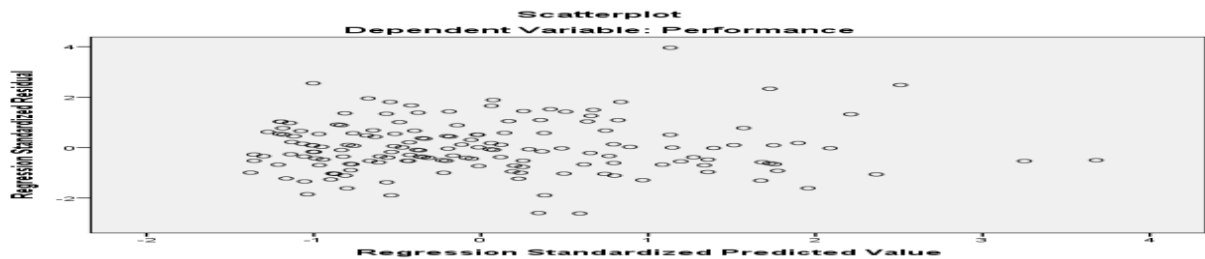
Figure 3.3: Homoscedasticity Scatterplot

Ideally, residuals are randomly scattered around zero providing even distribution (Osborne & Waters, 2002). The results in the Figure 3,3 shows evenly distributed scatter plots which implies that the standard residual errors were evenly distributed across all the variables. This implies that there were no occurrences of homeoscedasticity in the data and therefore regression and correlation analysis were fit.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter presents the findings and discussions of the objectives of the study. This entailed an overview of the County Operational Performance (COP), Employee Procurement Implementation (EPI), and Employee engagement. Descriptive statistics presented findings of the study variables. The analysis of the study objectives was achieved   by use of inferential statistics utilizing Pearson Product Moment Correlation and Regression models.

4.1 Western Kenya Counties' Operational Performance

To determine county operational performance outcome of this study, county employee's opinion were measured on a five point likert scale; with opinions ranging from 1 to 5 where 1-strongly disagrees (SD) indicated low performance while high values such as 5-strong agree (SA) indicated high performance. The county operational performance was measured through the elements of the level of institutional trust, project implementation, and professionalism and employee productivity. Each element was considered under constructs as dimensions that verify the degree of practice of the element in the Western Kenya counties. These aspects were measured from the sampled county employees on their extent of agreement and the findings presented as shown in Table 10 that follows. They were presented using frequency counts, percentages, means and standard deviations.

Table 10: Western Kenya Counties' Operational Performance

	Statements on performance	1 f(%)	2 f(%)	3 f(%)	4 f(%)	5 f(%)	M	STD
	Institutional Trust							
1	Residents continuously maintain their support for county administration by tax obligations	47(28.5)	74(44.8)	24(14.5)	15(9.1)	5(3.0)	2.13	1.0
2	Residents are contented with county officers' decisions on administrative issues.	46(27.9)	67(40.6)	28(17.0)	20(12.1)	4(2.4)	2.21	1.0
3	Residents refer administrative issues to respective offices in the county.	48(29.1)	78(47.3)	19(11.5)	13(7.9)	7(4.2)	2.11	1.0 0.7
	Project Implementation							
4	The county projects are implemented effectively	71(43.0)	50(30.3)	15(9.1)	14(8.5)	15(9.1)	2.10	1.2
5	County projects are completed on time	64(38.8)	72(43.6)	14(8.5)	10(6.1)	5(3.0)	1.91	0.9
6	County project completed are of acceptable quality	50(30.3)	79(47.9)	20(12.1)	14(8.5)	2(1.2)	2.02	0.9
	Professionalism							
7	There has been seldom complaints on our service quality but compliments from clients	44(26.7)	84(50.9)	25(15.2)	8(4.8)	4(2.4)	2.05	0.9
8	Residents receive services timely	49(29.7)	83(50.3)	23(13.9)	8(4.8)	2(1.2)	1.98	0.8
9	Residents voice is Incorporated in county decisions	45(27.3)	78(47.3)	25(15.2)	14(8.5)	3(1.8)	2.10	0.9
10	Residents are happy with our taxation and financial management	79(47.9)	57(34.5)	17(10.3)	4(2.4)	8(4.8)	1.82	1.0
11	Residents receive services without undue influence.	42(25.5)	70(42.4)	17(10.3)	21(12.7)	15(9.1)	2.38	1.2
12	County offices are open to public scrutiny	25(15.2)	65(39.4)	22(13.3)	32(19.4)	21(12.7)	2.75	1.2
	Employee Productivity							
13	We always achieve our departmental objectives.	43(26.1)	61(37.0)	16(9.7)	31(18.8)	14(8.5)	2.47	1.2
14	Appraisal reports are largely positive for county employees	4(2.4)	18(10.9)	26(15.8)	67(40.6)	50(30.3)	3.85	1.0
15	Residents are contented with our office work output.	55(33.3)	75(45.5)	20(12.1)	13(7.9)	2(1.2)	1.98	0.9
	Overall mean and STD of performance						**2.15**	**0.4**

KEY: M-Mean, STD-Standard deviation, 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

Source: Survey Data, 2017

Table 10 presents the findings on western counties operational performance. On the element of institutional trust as indicator of county operational performance, the results indicate that residents could be maintaining very minimal support towards the counties administrations by tax obligations. This is verified by majority, 74(44.8%) of the employees who disagreed that residents continuously maintain their support for county administration by tax obligations.

They were supported by 47(28.5%) other employees who strongly disagreed on any continuous support from the residents through tax obligations. However, a mean and standard deviation (M=2.13, STD=1.0) was obtained overall implying that the support given was very small and thus institutional trust based on this particular aspect was low. Another aspect of institutional trust that is closely linked to operational performance was residents approval or contentment with the county officers decision on administrative issues received disapproval from majority of the employees sampled, 67(40.6%) and at least 46(27.9%) strong supported them. This, coupled with a mean (M=2.21, STD=1.0) implied that residents are not contented with county officer's decision of administrative matters and therefore in terms of institutional trust, it is low. It is also clear from the findings that majority of the employees, 78(47.3) disagreed on efforts by the residents to refer administrative issues to respective offices in the counties, meaning low institutional trust, also approved by a mean and standard deviation (M=2.11, STD=1.0) as indicated in the Table 10. The overall mean on institutional trust was 2.15 with a standard deviation of 0.7 implying that the overall rating was a disagreement on institutional trust among the employees.

The findings evidence of poor county government support by tax obligation, opposition attitude on county decisions and reluctance to solve administrative matters within the County offices is asymptotic to low institutional trust which also means that performance of the county governments is low on that basis. However the responses indicate a positive room to improve with County employee focus on residents' voice on the issues.

The findings of County operational Performance gauged using county projects implementation was assessed through the constructs that determine the degree of projects implementation in Table 10 above; It emerged that county projects are not implemented in time as indicated by majority, 50(30.3%) of the respondents and supported by mean (M=2.10, STD=1.2) thus degrading the performance of the counties.

Majority, 79(47.9%) of the respondents also perceived that completion of county projects is also not of good quality, which is affirmed by a (M= 2.02, STD= 0.9) implying that there was no much deviation encountered from the average mean response. Despite these projects being of poor quality 72(43.6%), majority of the respondents also perceived that they were not completed on time as indicated by a mean of 1.91 and a standard deviation of 0.9. The mean and standard deviation of project completion as a whole was 2.01 and 0.6 respectively, accounting to disagreement among the respondents that the project completion had an almost average performance.

The findings of County operational Performance gauged on professionalism practices element was assessed through aspects of service quality and timeliness, residents voice consideration, tax and finance management, extortions and transparency to public scrutiny. The aspect of service quality indicated that 84(50.9%) of the respondents admitted complains from the residents, and therefore a mean estimation from all the respondents (M=2.05, STD=0.9) confirming low service quality and untimely services (M=1.98, STD=0.8) as also confirmed by majority, 83(50.3%). Cumulatively, majority 123(74.6%) of the respondents perceived that residents voice was not incorporated in county decisions also supported with mean and standard deviations (M=2.10, STD=0.9) while 79(47.9%) strongly disagreed that residents were happy with the taxation and financial management with means (M=1.82, STD=1.0) supporting the findings.

It also seems that for residents to receive their services there must be some undue influence since 70(42.4%) of the employees disagreed that residents receive their services without undue influence and 42(25.5%) strongly disagreed, and this makes the extortion/corruption aspect in counties high as indicated by a mean of 2.38 for undue influence, even though a standard deviation of 1.2 showed some variations in the findings. Openness to public scrutiny as a measure of county performance received low approval by majority of the respondents 65(39.4%), and 24(15.2%), cumulatively totalling to 89(54.6%) and therefore lack of openness as confirmed by a low mean (M=2.75, STD=1.2) which also support the findings. All the aspects indicate low professionalism practice. The average mean of professionalism was 2.17 with a standard deviation of 0.5, an indication that the employees cumulatively disagreed that there was professionalism amongst them and there was no deviation from the mean. This implies that county operational performance in terms of professionalism practice

has not attained the required level, even though the current performance based on these results reflects some efforts.

The findings of County operational Performance gauged on employee productivity element, which was assessed by aspects of the achievement of departmental objectives within the specific units of the counties departments. From the findings, majority of the respondents 61(37.0%) disagreed that they always achieved departmental objectives. They were supported by 43(26.1%) who strongly disagreed achievement of objectives. Furthermore, a mean response (M= 2.47, STD=1.2) meant that indeed there is low employee productivity due to inability of the counties to meet the objectives. However on the contrary, the aspect of appraisal reports were largely positive for county according to the majority, 67(30.3%) of the county employees response.

At least 50(30.3%) confirmed this finding by strongly agreeing that appraisal reports are largely positive for county employees and a mean of 3.85 can justify the findings. This may be attributed on self-ego of the employees who rated themselves high. However, it is clear that the respondents are strongly disagreeing with the observation that residents are contented with the office work output as confirmed by 55(33.3%) who strongly disagreed and 75(45.5%) who disagreed. Averagely, employee productivity had a mean of 2.76 and a standard deviation of 0.65. This mean indicates that respondents were neutral about employee productivity, thus it can be deduced that county employee productivity had a promising performance.

Considering all elements of County operational performance, the overall mean on performance (M=2.15, STD=0.4) was slightly below the neutral value, implying that even though counties experienced some performance, it was below expectations.

Counties performance in Western Kenya are still low even though there are incidences of average performance in some areas such as appraisal reports, openness to public scrutiny, which received neutral performance, and achievement of departmental objectives, which was almost average performance. However, there are ways in which counties performed extremely poor based on the county employee performance scale in this study. These were untimely completion of county projects (M=1.91, STD=0.9), untimely services to the residents (M=1.98, STD=0.8), dissatisfaction of taxation and financial management by residents (M=1.82, STD=1.0), and employee discontent with office output (M=1.98,

STD=0.9). Perhaps, if these areas of county performance were improved, then there could be slightly above average performance.

Qualitative response from the majority of county heads of departments on county operational performance were in consensus that despite the high investment in service delivery facilities by the county government there was an air of dissatisfaction among the residents on service quality due to sporadic strikes and low motivation of employees. An officer in the health selection in one of the counties reported that although county hospital has state of the art equipment, the users have not been trained for their effective use that similar services were getting referred to private facilities to the dissatisfaction of the patients.

There has been low trust in county administration especially from communities that feel underrepresented in county management. Code R007 respondent from Kakamega County opined that:

> "Some residents have no trust in county decision on bursaries disbursement especially if they are not associated with the officer implementing the services"

The responses indicated lack of institutional trust and undue influence in service delivery indicative to unprofessionalism practices. It was also noted that in Busia County by one officer that poor tax collection is due to multiple tax legislation that burdened residence leading to collision of tax officers to help evasion; another indicator of ethical behaviour on the part of county officers.

Respondent R0018 on the question of projects implementation commented that:

> "The dismal performance in project areas was due to approval of some project contractors who have no capacity to implement in the interest of county assembly members and the executive"

It was observed that some rural roads previous murramed in all counties had been washed down in the long rain season while others had been left without side drainage system or

incomplete. Some school classrooms displayed poor workmanship while others remained incomplete in all counties. Perhaps water projects in counties observed were neglected half way while other counties had serious investment in solar powered boreholes that were functioning.

On the question of operational performance based on employee productivity, respondent R044 lamented:

> "There is constant frustration in funding delays and salary delays occasioned
> with strikes that hardly do we achieve our sectional objectives"

Whereas the view concurs with low employee productivity, the respondent relates the cause to general administrative inefficiencies and unresolved industrial relation issues.

If county performance was increased in the mentioned areas to a mode of 5 based on the performance scale, then the estimated county performance could be approximately 3.08, which is average performance.

However, it can be concluded that there is low operational performance in the county government of western Kenya.

The findings of this study are in line with studies by Atieno (2015) on public participation and operational performance of counties in western Kenya, who reported low institutional trust, service delivery, skewed distribution of projects and sluggish implementation. Both findings agree that there is low institutional trust, demonstrated in the present findings by unwillingness of residents to refer others on county offices for service delivery. The studies also reveal low service quality and untimely implementation or completion of projects. The findings on tax evasion by incompliant tax payers and corruption explain the Office of the Controller of Budget (2015) reported on revenue collection that all counties in western Kenya performed dismally.

4.2 Employee Procurement Implementation

The first objective of the study was to determine the influence of employee procurement implementation (EPI) on County Operational Performance (COP) of western Kenya counties governments. The study therefore assessed EPI practices aggregated by recruitment, selection, induction training and placement assessed through a measurement scale.

4.2.1 Recruitment

Recruitment practise is one of the processes of employee procurement implementation perceived in this study to have an effect on COP. The best practise will involve several activities which include right recruitment message for the county positions, appealing information for recruitment to all quality candidates, information positioning county government as a choice organization, and clarity of advertisement message for county jobs on the right qualities for persons fitting in advertised positions. The findings are presented in Table 11 using frequency counts, percentages, means and standard deviations.

Table 11: Recruitment

Statements on Recruitment as Employee procurement implementation	1 f(%)	2 f(%)	3 f(%)	4 f(%)	5 f(%)	M	STD
There is recruitment message/advert for all County positions.	62(37.6)	68(41.2)	8(4.8)	17(10.3)	10(6.1)	2.06	1.1
Information for recruitment position in counties are appealing for quality candidates.	31(18.8)	83(50.3)	19(11.5)	17(10.3)	15(9.1)	2.41	1.1
From adverts, county government appears choice organization for employment.	37(22.4)	52(31.5)	28(17.0)	31(18.8)	17(10.3)	2.63	1.2
The advertising message for county jobs are clear on the right qualities for persons fitting in advertised positions	51(30.9)	55(33.3)	23(13.9)	23(13.9)	13(7.9)	2.35	1.2
Overall mean						2.36	0.7

KEY: M-Mean, STD-Standard deviation KEY: M-Mean, STD-Standard deviation, 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

Source: Survey Data, 2017

Recruitment is the first aspect on employee procurement implementation process as hypothesized in the present study. However, there are shortfalls as indicated by the findings, first, there is supposed to be a recruitment message or advert for all county positions, a scenario that seems to have not been given the attention by the counties human resource management as revealed by a cumulative majority respondents, 130(78.8%) from 62(37.6%) who strongly disagreed and 68(41.2%) who disagreed form the results displayed in Table 11.

The overall mean on the statement (M=2.06, STD=1.1) which was low and thus implying that the counties did not meet the requirements on passing information concerning some jobs. The findings further indicates a majority of the respondents strongly disagreeing that information for recruitment positions in counties are appealing for quality candidates (M=2.41, STD=1.1) slightly lower than the neutral 2.5-3.5 as per the likert scale. This implies that the information that is passed in the recruitment process may not have elicited the response of quality candidates.

Which may explain the response that from adverts, county government do not appears choice organization for employment, 89(53.9%) of the employees and an overall mean (M=2.63, STD=1.2) which is neutral.

Majority of the respondents, cumulatively 106(64.2%) also perceived that the advertising message for county jobs were not clear on the right qualities for persons fitting in advertised position, also confirmed by a mean (M=2.35, STD=1.2) which is low.

The overall mean on recruitment practices as an element of employee procurement implementation process was low (M=2.36, STD=0.7) implying that the process was not satisfactorily carried out even though there were some efforts to meet the county expectations. A standard deviation of 0.7 implies that there were very small variations in the response as per the aspects of procurements and thus the constructs of employee procurement measured an almost the same variable.

On the qualitative aspect, respondents' negative views on the question of the quality aspects of recruitment practice as presented in county adverts included a sampled view:

> "Absence of adverts for some positions, Unclear duties and responsibilities, vague requirements for appointment, camper some clearance requirements from other authorities, possible prejudiced requirements of sub county and ward of origin"

Respondent Code R096

However a few respondents on the contrary, in praise of the county adverts as indicated by another respondent were in view of the following:

"Bold display in public media, assurance statement of equal opportunity employer, compliance with county act 2012"

Respondent code R091

There was more negative views observed on the previous adverts and reports of absence of adverts for some positions than the positive compliments on county jobs advertisement

Some of the respondents observed that the adverts for senior positions like chief officers and County secretaries in newspapers did not give the salary and benefits associated with the positions, an observation that was verified in document analysis.

It may be appreciated that such strategic positions for the competitive operation of counties require quality staff that more often are in good placement in other organisations and will thus not be attracted to apply basing on the concealed aspects of the advert. Perhaps not by design, the counties may have missed out on such calibre of applicants.

These findings therefore revealed that employee recruitment process practiced in the western counties was not within the best practices and may not attract quality employees for the strategic human capital requirement for counties. Absence of advertisement for some positions may facilitate malpractices by County Service Board members to procure vested on their interest, these findings support Mukabi, Barasa, and Chepng'eno (2015) findings on a similar topic..

4.2.2 Employee Selection

The second dimension in Employee Procurement Implementation process was selection process that leads to the decision to hire the right staff. Several aspects of employee selection process were also measured on a five point likert scale. These aspects are assessments of degree of comprehensive information of the applicants from the interviews, effort to match attributes of application to the applicant's job, professional treatment for job candidates and composition of county job panel. The findings are also presented using frequency counts, mean, standard deviation and percentages as shown in Table 12.

Table 12: Selection

Statements on selection as Employee procurement implementation	1 f(%)	2 f(%)	3 f(%)	4 f(%)	5 f(%)	M	STD
Interviews elicit Comprehensive information from the applicants	45(27.3)	70(42.4)	19(11.5)	21(12.7)	10(6.1)	2.28	1.1
There is effort on the part of the panel to Match attributes of applicants to the job	64(38.8)	38(23.0)	17(10.3)	24(14.5)	22(13.3)	2.41	1.4
Job candidates are given professional treatment in selection	45(27.3)	58(35.2)	20(12.1)	27(16.4)	15(9.1)	2.45	1.2
In my opinion, the panel composition for jobs in counties are fair	5(3.0)	29(17.6)	20(12.1)	40(24.2)	71(43.0)	3.68	1.1
Overall mean						2.75	0.6

KEY: M-Mean, STD-Standard deviation KEY: M-Mean, STD-Standard deviation, 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

Source: Survey Data, 2017

The findings in Table 12 indicate a majority, 70(42.4%) of the respondents who disagreed that interviews elicit comprehensive information from applicants who disagreed and 45(27.3%) who strongly disagreed.

This means that there was very little information that was sourced from the applicants during the interview process, findings that were supported by a mean of (M=2.28, STD=1.1) with the standard deviation slightly above one, indicating some deviation from the mean. It was also strongly disagreed by majority, 64(38.8%) of the respondents that there is effort on the part of the panel to match attributes of the applicant to the job, and 38(23.0%) supported these findings. An overall mean (M=2.41, STD=1.4) slightly below the neutral value implies

that indeed, there were minimal efforts on selection by matching job and qualification and therefore selection was unfair.

From the findings, it can be observed that majority of the respondents, 58(35.2%) disagreed and 45(27.3%) strongly disagreed that job candidates are given professional treatment in selection, with an overall mean (M=2.45, STD=1.4) affirming the overall findings on this aspect of selection process. This implies that there are little aspects on professional treatment in selection process, even though some efforts are put in place towards the implementation. It was however positive to find that at least there were fair panel composition as agreed by majority, 71(43.0%) of the respondents and supported by 40(24.2%) with an overall mean (M=3.68, STD=1.1) slightly above the neutral range and standard deviation indicating small deviation from the mean. The overall findings however indicate that selection process is averagely achieved by the county human resources as indicated by a mean (M=2.75, STD=0.6) implying some promising growth in the practice. However, even though there are chances of improvement, the process is still average and not yet met the expectations of the county employees themselves.

On the qualitative aspect, the respondents' negative views on county selections as represented by one of the respondents were:

> "The questions were closed and gave me no opportunity to tell my story. They were more interested in my Sub County, political inclination and ward of origin, The panel lacked technical depth for my position applied, it doesn't matter the decision was made before advertising who has the job"

Respondent code R031

However some respondents with a descending view were in praise of the county selection process as indicated by one of the respondents:

> "The panel composition included consultants. The panellists were friendly. I felt respected; process was in compliance with county act 2012"

Respondent code R112

The views reported both on the positive and negative aspects of employee selection in Western Counties though tending to the negative aspects show a reasonable effort to provide good practices in the process, the views of advance selection for job applicant's border unprofessional practice. The sediments on board room allocation of jobs before actual selection process was further supported by a statement a key informant coded as K003 that:

> "The senior positions like county chief officers require candidates that support the governor's manifesto and cannot be decided barely on qualifications without regional balance and loyalty"

The document analysis revealed in one county more than half the county chief officers in addition to their qualities had played a role in previous political competition in favour of the seating governor's political party. This findings place the selection process element of employee procurement in counties below the best practises in human resource management. Perhaps not by design, the counties may miss out on selection and job offer to the best of the applicants that is most needed for strategic human capital requirement for counties.

The findings concur with EquaTerra (2007), in a survey of more than 150 public sector professionals, to determine recruiting and selection implementation in the United States of America, reported political cronyism, racial factors and prejudicial tendencies playing a silent role as opposed to job performance requirements. Perhaps counties display political cronyism and prejudicial tendencies more in such positions. Similarly, the findings on selection malpractices explain findings of Kaparo (2015), county survey that revealed that 97% of county employees came from the tribes of County Public Service Board (CPSB) members including those of counties in western Kenya.

Further to this, only 15% of counties in Kenya had adhered to employment law. The finding also explain the situation in Western Counties, where the Luhya community have sixteen diverse sub tribes and it is unclear how representation and rights are perceived and ensured within the counties (Wangui & Simba, 2015).

4.2.3 Induction Training

Induction training is one of the processes of ensuring that county employees are up to date with the county operations and service delivery. Being one of the dimensions of county

procurement process, the study sought to determine the extent to which it was carried out. Various statements were therefore adopted in the questionnaire on a five point likert scale as indicated in Table 4.4. These statements included introduction of new staff to available facilities in their county of service, covering all aspects of the job for the employee training, and finally support from seniors and colleagues for new employees. The findings were measured using five point likert scales and presented using frequency counts, percentages, means and standard deviations.

Table 13: Induction Training

Statements on induction training	1 f(%)	2 f(%)	3 f(%)	4 f(%)	5 f(%)	M	STD
New staff are introduced to available facilities in their County areas of service	44(26.7)	55(33.3)	23(13.9)	37(22.4)	6(3.6)	2.43	1.2
New employee Training cover all aspects for the job and county policies	61(37.0)	69(41.8)	12(7.3)	16(9.7)	7(4.2)	2.02	1.1
There is support from seniors and colleagues for new employees	32(19.4)	45(27.3)	32(19.4)	35(21.2)	21(12.7)	2.81	1.3
Overall mean						2.37	0.7

KEY: M-Mean, STD-Standard deviation KEY: M-Mean, STD-Standard deviation, 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

Source: Survey Data, 2017

From the findings in Table 13, induction training process as element of employee procurement was assessed through the aspects of new employees' exposure on work environment facilities, aspects of work procedures and county policies, and general mentorship from supervisors and co-workers. The statements that were deemed to be the best measures reveal a low approval of the aspects.

First, concerning introduction of new staff to available facilities, the findings shows a majority of the respondents, 55(33.3%) disagreeing with the fact that new staff were introduced to available facilities in their county areas of service and 44(26.7%) strongly disagreed thus making the process a reflection of minimal efforts to settle new staff. A mean (M=2.43, STD=1.3) below average, further confirmed that the process was not very progressive and could be one of the aspects dragging behind employee orientation training. It was also clear from the majority of the respondents, 69(41.8%) who disagreed that new employee training covered all aspects for the job and county policies, that all aspects were not covered. A mean (M=2.02, STD=1.1) confirmed these findings, which imply that there were some aspects that were covered, even though not all of them. These shows some efforts, which though, does not meet the standard expected to the fullest. Support from the seniors and colleagues was average, (M=2.81, STD=1.3) even though majority of the respondents, 45(27.3%) disagreed that there was some support.

The overall findings on induction training indicate that there was very minimal effort, with a mean (M=2.37, STD=0.7) slightly below average, thus implying that there were some efforts put in place but it was still low.

On the qualitative aspect, one respondent R071 commending on induction training a versed that:

> "The training was merely an outing for new staff without content applicable to our real work station demands"

Other negative comments reported included reports of lack of orientation training in some positions and outsourcing of induction training to consultants that provided inapplicable knowledge back home, a mare academic exercise.

However some respondents across the selected counties for the study were in praise of the induction training process as reported by two respondents R131 and R141:

> "The induction training programme was short but provided us the opportunity to build team work in a recreation environment out of the work station"

"The induction training provided opportunity to understand to relate with politicians in the county administration reducing conflicts"

Consolidating the qualitative views and the likert scale findings, there is a reasonable effort to provide induction training but falls short of best practice in terms of content and purpose.

The document analysis revealed scanty information on induction training. This findings place the induction training element of employee procurement in the selected Western counties below the best practises in human resource management. Low induction training practices found do not augur well for the human resource capital for the counties as McConnell (2007) established that a good induction program will empower employees and make them part of the team, find their way around the organization faster, reinforce the employees' feelings of desiring to work at the organization and become productive. The same was echoed by the report of Von Rohr and Associates (2007). The findings may further explain the low employee productivity earlier established.

4.2.4 Placement

In order to establish the extent to which employee placement as an aspect of employee procurement process was carried out, the study sought views from county employees. The main aim was to source views and numerically estimates the mean extent of placement on various aspects of employee procurement. The statements were, placement of the employee on the job station according to the requirements of the job, offering the positions to persons based on their qualification, conversant with working hours among employees, and ready placement before the joining date of the newly selected person. The findings were measured on a five point likert scale and presented as shown in Table 14 using frequency counts, percentages, means and standard deviations.

Table 14: Employee Placement

Statements on placement	1	2	3	4	5	M	STD
	f(%)	f(%)	f(%)	f(%)	f(%)		
Employees are placed on the job station according to the	36(21.8)	46(27.9)	20(12.1)	35(21.2)	28(17.0)	2.84	1.4

requirements of the job. (Jobs not tailored to specific persons)							
The positions are offered to the person according to their qualification. They are neither higher nor lower than their qualification	60(36.4)	83(50.3)	15(9.1)	2(1.2)	6(3.0)	1.84	0.8
Employees are conversant with the working conditions prevailing in their area of posting and the penalties if they commits the wrong	54(32.7)	78(47.3)	22(13.3)	11(6.7)	0(0.0)	1.94	0.8
Placement is ready before the joining date of the newly selected person.	28(17.0)	76(46.1)	26(15.8)	22(13.3)	13(7.9)	2.49	1.1
Settlement in the new work stations is usually first	23(13.9)	47(28.5)	31(18.8)	42(25.5)	22(13.3)	2.96	1.2
Overall mean						2.47	0.5

KEY: M-Mean, STD-Standard deviation KEY: M-Mean, STD-Standard deviation, 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree.

Source: Survey Data, 2017

From the findings in Table 14, it emerged that there were some efforts by the county human resources to carry out placement based on the requirements of the job.

The results indicates average response on the aspect that employee are placed on the job station according to the requirements of the job as indicated by an overall mean and standard deviation (M=2.84, STD=1.4), which reflected some variations from the mean findings. It is however also clear from the findings that majority of the respondents,78(47.3%) disagreed that employee are conversant with the working conditions prevailing in their area of posting and the penalties if they commit the wrong, affirmed by a mean (M=1.94, STD=0.8) showing compactness of the views. Finally, the findings revealed some considerable efforts by the county human resources to facilitate timely settlement of new employees in the new work

stations as indicated by a mean (M=2.96, STD=1.2), where the standard deviation indicates some deviation from the mean.

The overall mean of employee placement was quite low (M=2.47, STD=0.5) implying that there were efforts by the counties to implement correct employee placement even though they were still below the required standard.

A key informant in one of the counties K002 commended that:

> "It is pointless to rigidly do placement of new senior officers on the basis of their speciality and qualifications as transfers are eminent and soon we get them reshuffled for various reasons"

It was found in records that some employees were placed in positions advertised while others were selected in mass employee procurement process without specific office position in mind and would eventually get posted on convenience of the senior officers. Employees whose services were transferred from the defunct local government had been placed without consideration of their latest level of qualifications in some counties. Some effort had been done to place technical staff in the areas of their expertise but as they got promotions, they became transferable in totally unrelated areas.

Employee placement is guided by the Principles of Placement where an employee should be placed on the job according to the requirements of the job hence job first; employee next. The job should be offered to the person according to his qualification.

These principles will inform the measures of the effectiveness of employee placement exercise in organizations (Nzuve, 2000). The findings do not support the principle in practise in the county governments and thus the placement in counties is below the best practice expectations.

The study carried out a summary of the findings on employee procurement implementation. The four dimensions of employee procurement implementation were summarized with the use of the means and standard deviations. The findings are presented in Table 4.6 using means and standards deviation for purposes of comparisons on the four dimensions, and finally a summary of all the four elements. The summary of the overall mean of the

dimensions of employee procurement implementation was obtained getting the average of all the means of the dimensions.

Table 15: Summary of Employee Procurement Implementation

Dimensions of Employee Procurement	M	STD
Selection	2.75	.60
Placement	2.47	.50
Induction Training	2.37	.70
Recruitment	2.36	.70
Procurement Mean	2.49	.41

KEY: M-Mean, STD-Standard deviation

Source: Survey Data, 2017

From the findings in Table 15, it is evident that all the assessed dimensions of employee procurement i.e. recruitment, selection, induction training and placement had slightly below average rating. Employee selection received the best rating (M=2.75, STD=0.6), implying that in the entire procurement process, selection was the best practice by county human resources as compared to other dimensions. This was followed by placement process (M=2.47, STD=0.50), which was also followed by induction training (M=2.37, STD=0.70) only. This implies that there were considerable efforts to ensure that selection was carried out fairly. The standard deviation also meant that among all the elements of selection, there were agreements, such that they were reflecting the same ratings. Induction training, which is also a very important dimension of employee procurement, was also lowly rated with a mean of 2.37 and a standard deviation of 0.70 indicating small variation.

This means that some efforts were put in place to see that the employee procurement carried out good induction training but the practice was still below the expected standards. Finally, the last low rated dimension was recruitment, which had a mean of 2.36 and a standard deviation of 0.70 implying that the practice required a lot of efforts to materialize. The overall rating on employee procurement implementation was 2.49 which though reflected low compliance to the best practices in human resource management, there were some efforts according to the employee procurement scale and therefore there was a room for improvement on the process of employee procurement in Counties.

4.2.5 Effect of Employee Procurement Implementation on County Operational Performance

In order to estimate the effect of employee procurement implementation process (EPI) on County operational performance (COP), the relationship between the two variables was first determined. Pearson product moment was carried out. After successful computation of the variables means, the overall means of each of the dimensions on the scales of employee procurement process were correlated with the county operational performance scale. First, each of the dimensions was correlated with county performance and thereafter the overall mean of all the employee procurement implementation scales were combined and correlated with the county operational performance. The significant value adopted for all the correlations was set at a p value of 0.05, implying that all the results on this correlation were treated at a confidence interval of 95 percent. The correlation results are presented as shown in Table 4.7 using Pearson correlation coefficient (r) value, which measures the strength and direction of the relationship between two continuous or ratio/scale variables.

Table 16: Correlation between Employee Procurement Implementation (EPI) and County Operational Performance (COP)

	Employee Procurement	Operational Performance (Correlations)
2	Recruitment	$.238^{**}$,p=.002
3	Section	$.316^{**}$,p=.000
4	Induction Training	$.466^{**}$,p=.000
5	Placement	$.274^{**}$,p=.000
6	Procurement Mean	$.512^{**}$,p=.000

**. Correlation is significant at the 0.01 level (2-tailed). Source, Survey Data, 2017

Table 16 presents the findings of Pearson product moment correlation between employee procurement practice and county operational performance. It is evident that all the dimensions of employee procurement implementation practices were positively correlated with COP. The correlation of interest was obtained by examining the correlation between county operational performance and each of the dimensions of county employee

procurement, and thereafter the overall correlation between county employee procurement and county operational performance. The findings shows that the lowest correlation coefficient was achieved between employee recruitment practice and county operational performance (r=0.238, p=.002). This correlation was positive and significant though low. This means that there is a positive association between the two variables and thus implying that an improvement in county recruitment would be associated with an improvement in county operational performance. The same correlation can be squared to obtain coefficient of determination (R^2) value of 0.056, which when multiplied by 100 we obtain 5.6 percent. Therefore employee recruitment practice as one of the processes of employee procurement could explain 5.6% variance in county operational performance, and therefore should it be improved, there would be an improvement in county operational performance. This figure is quite promising given that there are also other factors that could influence county operational performance.

This means that employee recruitment process as a function of human resource management is a very important stage in employee procurement for county operations and therefore it should be given due attention in any given institution.

The correlation between placement dimension and county operational performance was the second least correlation obtained. It was positive and significant (r=0.274, p=.000), slightly more than that between recruitment and performance. This implies there is weak relationship between employee placement practices and county operational performance. An r^2 value of 0.075 was obtained, which is same as 7.5 percent. This means that placement as a dimension of employee procurement explains 7.5% variance in county operational performance. From the findings, it can be deduced that employee placement practices have an influence on county operational performance. The placement of employee is neither done with full consideration of the applicant academic qualification nor their experience. Good placement was found to positively affect county operational performance. Therefore, it is an important stage in employee procurement process as a practice in human resource management in improvement of organizational operational performance.

The second highest correlation was obtained between employee selection and county operational performance. This correlation coefficient was positive and significant (r=0.316, p=.000).

This implies that employee selection process has significant weak effect on operational performance of county governments in western Kenya.

As employee selection process improved, there was an increase in counties operational performance. Furthermore, there was a possibility of employee selection process accounting for 9.9% variance in county operational performance, which was also obtained after squaring the coefficient value and multiplying by 100 percent. This suggests that the employee selection process was not robust in terms of matching applicant attributes and job requirement as well as eliciting comprehensive information from the applicants.

The highest correlation amongst the employee procurement process, which was also a significant moderate correlation, as suggested by (Fidel & Tabachnic, 2001) was the correlation between induction training and county employee procurement, which was positive and significant (r=0.466, p=.000). This also means that as the county improves its induction training, there will be an improvement in the operational performance.

This was supported by some county governments in western Kenya providing support to new employees especially from their seniors and their colleagues. The variance or improvement in the operation performance would be up to 21.7% given the r value is squared.

The final value of the correlation coefficient was obtained between the overall county operational performance and overall county employee procurement, which was moderate positive and significant (r=0.512, p=.000). This means that as the overall county employee procurement implementation improves, there is an improvement in county operational performance. These findings lead to the conclusion that there is a positive and significant association between employee procurement implementation and county operational performance of county governments of Western Kenya.

The first objective of the study was however to determine the effect of employee procurement implementation on the operational performance of county governments of Western Kenya. This was achieved by carrying out standard multiple regression models with the first model consisting of each of the dimensions of employee procurement implementation. These

dimensions were employee recruitment process, selection process, induction process, and employee placement. The study was interested in knowing the effect of each of the dimensions of employee procurement implementation on county operational performance when all these dimensions were entered as a block on the model.

The results are presented in Table 17 using unstandardized coefficients, standardized coefficients, t statistic, and significant values to assess the significance of the results and part and partial correlations. The results are presented in the Table 4.8 without its representation on the model equation because standardized scores or coefficients are used (Julie, 2006).

He also suggests that in order to compare different variables, we use standardized coefficients, which means that these values for each of the different variables have been put on the same scale so that they can be compared. Interest in the regression model would mean that the unstandardized coefficient values are used.

Table 17: Coefficients on effect of Dimensions of Procurement on County Operational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.756	.181		4.176	.000			
	Recruitment	.044	.048	.068	.926	.356	.238	.073	.060
	Selection	.161	.048	.248	3.334	.001	.316	.255	.217
	Induction Training	.289	.046	.423	6.269	.000	.466	.444	.408
	Placement	.090	.058	.108	1.567	.119	.0274	.123	.102

a. Dependent Variable: Performance.   Source, Survey Data, 2017

Table 17 presents the findings on the contribution of each of the dimensions of employee procurement implementation on County operational performance. The beta column indicates the values for the standardized coefficients. Focusing on the standardized coefficient column, out of four employee procurement implementation dimensions, only two had significant effect on the county operational performance. The largest beta coefficient was 0.423, which is coefficient value for induction training. This values is significant (β=.423, p=.000) and also

positive. This means that induction training has the strongest unique contribution to explaining the operational performance of counties, when the variance explained by all other variables in the model is controlled for. Another variable that also had a unique significant contribution to the model was the value for selection (β=.248, p=.001), slightly lower than induction training and thus meaning that it contributed lesser than induction training to the model. The two variables make statistically significant contribution to the model since they are both significant ($p<0.05$) which are less than the set alpha value.

The other variables, which are recruitment (p=.356) and placement (p=.119), did not make statistically significant contribution to the model. This can be attributed to the overlap with the other independent variables in the model. In addition to the beta coefficients, Table 4.8 presents more information on part and partial correlations. If the two values for induction training and placement are squared each; (16.6%) for induction training, and (4.7%) for placement, gives an indication of their contribution to the total R^2 value that is presented in Table 4.9 summary model results.

This information also indicates the total variance in county operational performance uniquely explained by induction training and placement and how much R^2 would drop if these two variables were not included in the model.

From the findings, it can be deduced that out of the dimensions of employee procurement implementation, only two dimensions, which are induction training and employee placement makes unique contribution to the model. Induction training (β=.423) makes the largest unique contribution followed by employee placements (β=.248) which also makes a statistically significant contribution. These findings are very important to the conclusion of the model coefficient results. It is also very important to examine the descriptive results of the previous results in support of these findings, which with the beta values, can also be used in the conclusion of the findings. For instance, standardized beta values indicate the number of standard deviations that scores in the dependent variables would change if there was a one standard deviation unit change in each of the dimensions of employee procurement implementation. For instance, if induction training was increased by one standard deviation which is 0.70 (representing some more effort done to achieve higher level of training) as indicated from the descriptive statistics in Table 4.6, then county operational performance would be likely to improve by 0.423 units (also simplifying an improvement in performance based on the county operational performance scale). This would mean that if the two values are multiplied (0.423×0.70) we get a value of 0.296 which implies that induction training

would improve county operational performance by 29.6 percent. From the findings, the less focused aspects i.e selection. This implies that human resource management practitioners in the counties should focus more on employee selection and induction training aspect of employee procurement process for the objectives of achieving improved operational performance.

This may be supported by the fact that county administration is new in Kenya as devolved governments struggle to deliver service and therefore comprehensive induction training will help new staff to learn the roles and quickly become productive accordingly.

The study further sought to determine the model summary findings in order to determine the overall percentage change in the county operational performance that was explained by all the dimensions of employee procurement implementation, entered in the model as a block.

This was also to counter the results obtained from the part correlations, which represents only the unique contribution of each of the variables with any overlap or shared variance removed. The findings for the model summary are presented as shown in Table 18 that follows.

Table 18: Model Summary on Effect of Employee Procurement Implementation on County Operational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.567[a]	.321	.304	.37969	.321	18.948	4	160	.000

A. Predictors: (Constant), Placement, Recruitment, Induction Training, Selection

Source: Survey Data, 2017

The results from the model summary in Table 18 give us information on the overall summary of the model. Looking at the R square column, we can deduce that all the dimensions of employee procurement implementation account for 32.1% significant variance in county operational performance (COP), (R square =.321, $F_{(4, 160)}$=18.948, p=.000). From the findings, also adjusted R square value is obtained, which is a corrected R square value to provide a better estimate of the true population of the study. To obtain the difference between R square value and adjusted R square value, we minus the later from the former (0.321-0.304=0.017) a value when multiplied by 100% results in 1.7 percent. This shrinkage means that if the model were derived from the population, rather than a sample, it would account for

approximately 1.7% less variance in the outcome. The total R square value obtained from part correlation includes the unique variance explained by each of the dimensions of employee procurement implementation, and also the variance shared.

The two dimensions, which are induction training and placement, are positively correlated as indicated in the correlation Table 4.6, (r=.253, p=.001), therefore there is a lot of shared variance that is statistically removed when they are both included in the model. This therefore qualifies the summary model adjusted R square valued corrected from the R square valued already obtained from the model after statistically controlling for the shared variance among the independent variables.

In order to assess the model significance, simply whether the model is significantly better at predicting county operational performance than using the mean as a guess, the study resorted to F ration. The F-ratio from the findings indicates the ratio of the improvement in the prediction that results from fitting the model relative to the inaccuracy that still exists in the model. From the findings, the F ratio is greater than 1, as indicated by a value of 18.948, which means that improvement due to fitting the model is much greater than the model inaccuracies. The F value is large which is very unlikely to have happened by chance (p<.05), thus implying that the final model significantly improves the ability to predict COP. It can be concluded from these findings that all the dimensions of EPI significantly accounts for an improvement in the COP of western counties and this change is highly propelled by employee induction training and placement. Others dimensions such as recruitment and employee selection are also associated with COP but not having as much contribution as the former. These would be the areas of interest and reconstruction due to their little influence. However, for the case of induction training and placement, there could be some efforts to improve them that would also lead to an improvement in the COP.

The study found it also necessary to find the overall influence of EPI on COP without consideration each of the aforementioned dimensions. This means that using descriptive statistics, all the dimensions of EPI were summed up and their means obtained. The overall mean of all the dimensions was then obtained from which, COP was regressed against in what can be termed as simple linear regression model. The reason for this was to assume that all the process of county employee procurement occurred concurrently, or COP was a result of a combination of the entire process of EPI. The model coefficients results for these findings are presented as shown in Table 19.

Table 19: Model Coefficient for Overall Effect of Employee Procurement Implementation on County Operational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.806	.180		4.473	.000			
	Procurement mean	.562	.074	.512	7.610	.000	.512	.512	.512

Dependent Variable: Performance

Source: Survey Data, 2017

From the findings in Table 19, a scan down through the standardized coefficient beta column shows an overall value of the coefficient. This value (overall employee procurement implementation) makes a strong unique contribution to COP (β=.512, p=.000). This means that there would be 0.512 unit change in COP given 0.41 standard deviation changes in the EPI indicated in Table 19. Further implication of these findings is that if EPI is increased by one standard deviation (which is 0.41 from the descriptive statistics, Table 4.6), then the COP scores would increase by .512 units. If this value is multiplied by .66 (the standard deviation of COP scores), we would get .512 $\times$ .41 =.209 units. This means that there would be an improvement in COP by 20.9% if there was one standard deviation change in EPI and therefore EPI is well chosen as a predictor for COP. It can therefore be deduced that EPI is a strong predictor of COP as perceived in the study, implying that employee procurement implementation has a strong influence on county operational performance.

The model summary findings are also presented after getting the overall regression of COP on EPI via simple linear regression model. The models consist of all the average effect of EPI on COP in terms of the percentage chance after getting the mean EPI as shown in Table 20.

Table 20: Summary Model Results for Effect of Employee Procurement Implementation on County Operational Performance.

Model	R	R Square	Adjusted R	Std. Error of	Change Statistics		

		Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.512ᵃ	.262	.258	.39227	.262	57.910	1	163	.000

a. Predictors: (Constant), Procurement Mean. Source: Survey Data, 2017

From the findings as indicated in the model, it is clear that the overall variance in COP explained by EPI was significant (R square =.262, F(1,163)=57,910, p=.000). This means that considering EPI as only one dimension with all the processes, it only account for 26.2% change in COP. Taking care of the shrinkage, it only account for 25.8% change in COP, which is still significant. This variance is slightly lower than that obtained when all the dimensions are considered without summing them up. This could mean that there was exclusion of independence of dimensions and therefore leading to a reduced percentage. It is therefore important to consider all the dimensions individually when constructing this model. The F-ratio, which is a value greater than one, (57.910) is also significant implying that it was not by chance, but as a result of fitting the model and thus improving the model prediction.

From the aforementioned results, the following discussion can be adduced. Firstly, the findings of current study have received enormous support from theoretical literature. Mustapha, Ilesanmi and Aremu (2013) acknowledge that organization performance is direct consequence of employee procurement practices. This affirms the proposition of human capital theory which states that employee procurement process as the antecedent for the quality of human capital in counties that is responsible for their operational performance. Further, Kavoo- Linge & Kiruri (2013); Karemu Grace, Gikera Kahara & Josee Veronese Marie (2014); Majumber, (2012); John, (2008); Boohene & Asuinura (2010) have all advanced the argument that improvement in employee procurement implementation practices such as recruitment, selection, induction and placement, organizational performance will be enhanced.

Other researchers such as Were (2015) and Lamba & Choudhary (2012) have concluded that employee procurement implementation practices in public sector is key to sustainable development in most developing countries as it translates to organizational performance.

Empirically, the findings of the current study are in line with those in the study done by Joy, Ugochukwu and Ndubuisi (2015) in their conclusion. Considering, Joy et al., (2015) studies

found out that recruitment and selection criteria had a significant effect on performance of organization ($X^2 = 35.723$; df = 3; p<0.05). Majority of the respondents, 46.2% were of the view that recruitment and selection criteria affected the organization's performance. 53.8% of variance in the performance of organizations was accounted for by factors not included in their study. However, the present study found that significant predictors of COP were selection and induction training. In support of this study, Ikwesi (2010) also found that recruitment had an influence on personnel behaviour/performance and organisational development, even though these variables do not directly reflect county operational performance like in the case of the present study.

Other studies such as Omolo et al (2012), established a positive and significant relationship between recruitment and selection practice on performance of SMEs. Similarly, Zheng et al.(2009) found a positive and significant relationship between recruitment and selection practices and firms' performance. Becker and Huselid (1998) reported similar results and stated that recruitment and selection practices improve employee retention, productivity and profitability. These findings support the emphasis placed by Guthrie (2001), Ahmad and Schroeder (2003), Russel, et al.(1985) which are in line with the present study. Following this, Chand and Katou (2007), Terpstra and Rozell (1993) and Sheehan (2013) found a strong association between recruitment and selection practices and improved organisational profit. Equally, Kanu (2009) established a significant positive relationship between recruitment and selection practices and sales. At the same time, Holzer (1987) and Rauf (2007) found that extensive recruitment and selection efforts increase labour productivity. Other studies that concurred with the findings included Ichniowski and Shaw (1999), Katou and Budhwar (2006), Wright et al. (2005), Gamage (2014), Sang (2005), and Syed and Jama (2012). Comparing these studies with the present study, it can be concluded that there is as strong influence of EPI on COP of county governments of western Kenya.

However, the findings of this study are at variance with other studies. Wright et al. (1999) reported a significant negative relationship between employee procurement implementation practices such as induction and financial performance. Michie and Sheehan-Quinn (2001) showed that "low-road" work practices – short-term contracts and poor employee induction process have negative correlations with corporate performance. Chidi (2013) concluded that recruitment practices negatively associate with financial performance. Ntiamoah et al. (2014) found that recruitment and selection process has negative relationship with organisational

performance outcome. They deduced that poor recruitment decisions continue to affect organisational performance, limit goal achievement and invalidate reward and development strategies which are frequently unfair to the individual employees and can be distressing for the managers also who have to deal with unsuitable employees.

However, the findings of past studies are not without weakness relating to the design and methodological approach. These weaknesses in design and methodological as well as dimensionality of their studies have raised concerns as to the applicability, practicability and generalizability of their findings to other studies. A good example is Ikwesi (2010) who investigated the effects of recruitment and selection procedures on the efficiency of the public service in Nigeria, the elements of employee procurement process and operational performance as in the study were not wholly addressed. Moses and Willis (2012) used a small sample size while Omolo et al. (2012) used purposive sampling technique thereby rendering their results unfit for generalization. Moreover, studies such as Kemboi and Onyango (2015) and Kavoo- Linge and Kiruri (2013) did not use all dimensions of employee procurement implementation practices which pauses limitations in terms of the conceptualization and dimensionality of the study.

Nonetheless, the current study has made major milestone by investigating the effect of employee procurement implementation on operational performance of county governments in western Kenya with enhanced sample size in new devolved system of government that is gaining popularity in developing countries. Unlike previous studies which focused on recruitment and selection process, the current study added to new knowledge by including induction training and placement which were largely ignored and induction was found to have significance influence in county operational performance.

Furthermore, the study provided information on employee procurement implementation in county governments in western Kenya in relation to county operational performance which was lacking as previous studies focused on private sector such as financial sector.

4.3 Employee Engagement in Western Kenya Counties

In this study, employee engagement was the moderating variable of the relationship between employee procurement implementation and operational performance of county governments of Western Kenya. In an art to establish this relationship, the study sought to start by determining the extent to which county government employees rated the level of engagement

of employees in the counties. The study employed a five point likert scale with views on employee engagement dimensions. The study used four dimensions in total, which were work environment, leadership, team work and co-worker relationship and finally reward management. Each of these dimensions was examined as in the subsequent sections.

4.3.1 Work environment Western Kenya Counties

Considering work environment as one of the dimensions of employee engagement, the study sought its rating using county government employees. As indicated in the previous sections, a five point Likert scale was used to measure the views, with strongly disagree indicating the lowest measurement and strongly agree (5) indicating the strongest measure. A mean below 2.5 was considered a measure of low rating, 2.5-3.5 a measure of moderate or average rating and 3.6-5 considered high measurement or satisfactory work environment. The statements under this dimension were adequate office space, adequate facilitation for job requirements, and coordination as a team in service delivery among other aspects. The results are presented as shown in Table 21 in frequency counts, percentages, means and standard deviations.

Table 21: Work Environment

Statements on work environment as Employee procurement implementation	1 SD f(%)	2 D f(%)	3 U f(%)	4 A f(%)	5 SA f(%)	M	STD
There is adequate office space, machines/equipment and other facilitations for adequate employee service delivery.	56(33.9)	52(31.5)	20(12.1)	26(15.8)	11(6.7)	2.30	1.2
Employees are adequately facilitated for job requirements to serve to customer satisfaction	54(32.7)	47(28.5)	14(8.5)	27(16.4)	23(13.9)	2.50	1.4
County jobs are interesting and fun to serve.	52(31.5)	87(52.7)	16(9.7)	6(3.6)	4(2.4)	1.93	.8
County employees are coordinated as a team in service delivery.	38(23.0)	90(54.5)	18(10.9)	17(10.3)	2(1.2)	2.12	.9
Overall mean						2.21	.6

KEY: M-Mean, STD-Standard deviation

Source: Survey Data, 2017

Work environment can be gauged from respondents rating of the statements. From Table 21, the results indicate that majority of the county employees sampled, 56(33.9%) strongly disagreed that there is adequate office space, machines/equipment and other facilitations for adequate employee service delivery. A mean and standard deviation (M=2.30, STD=1.2) indicated a low rating on this statement thus implying that there were no enough offices and the available once did not have adequate space of work for employees, even though the deviation from the mean was more than 1 implying some variation from the overall response. In one of the counties, there were cases of the counties hiring the offices, which could be a true reflection of this scenario.

Majority, 54(32.7%) strongly disagreed and 47(28.5%) disagreed that employees are adequately facilitated for job requirements to serve to the customer satisfaction. A mean and standard deviation (M=2.50, STD=1.4) were achieved indicating a neutral response, which means that there were some efforts by the county governments to achieve adequate employee facilitation in order to serve customers satisfactorily. However, there was still much to be

done in this area. In addition to this, majority of the employees, 87(52.7%) disagreed that county jobs are interesting and fun to serve, with an overall mean of 1.93 and a standard deviation of 0.8, which implied that these jobs were not a fun at all.

Furthermore, the findings shows a majority of the employees, 90(54.5%) disagreeing that county employees are coordinated as a team service delivery with an overall mean and standard deviation of 2.12 and standard deviation of 0.9 respectively. The overall mean for all the statements was 2.21, indicating that the overall rating of the work environment by county government employees was not satisfactory, while the standard deviation of 0.6 indicated no variations in the statements. However, counties were putting some measures to improve the situation as indicated by some of the respondents who approved these statements. Observation on the general work environment noted a discrepancy in facilitation of officers where other offices were well facilitated while others operated in halls without any records management facilities.

4.3.2 Leadership in Western Kenya Counties

The second dimension of employee engagement was leadership in the western Kenya county governments. The approach used in work environment was also used to elicit the respondent's views on its rating. Some of the statements rated were; the degree of self-awareness displayed by the county leaders, unity of direction as a result of balanced processing of information, leadership by example of morality by leaders, and involvement of all employees in decisions with instant feedback for their contributions. The findings are presented in Table 22 using frequency counts, percentages, means and standard deviations.

Table 22: Leadership

Statements on leadership as Employee procurement implementation	1 SD f(%)	2 D f(%)	3 U f(%)	4 A f(%)	5 SA f(%)	M	STD
County leaders display a high degree of self-awareness	39(23.6)	83(50.3)	23(13.9)	17(10.3)	3(1.8)	2.16	0.9
There is balanced processing of information from leaders leading to unity of direction	48(29.1)	60(36.4)	40(24.2)	11(6.7)	6(3.6)	2.19	1.0
Our leaders live by examples of morality and ethics	38(23.0)	74(44.8)	24(14.5)	20(12.1)	9(5.5)	2.32	1.1
All employees are involved in decisions and there is instant feedback for their contributions.	65(39.4)	54(32.7)	18(10.9)	16(9.7)	12(7.3)	2.13	1.2
Overall mean and standard deviation						2.20	0.7

KEY: M-Mean, STD-Standard deviation

Source: Survey Data, 2017

The findings in Table 22 show the rating of county employee leadership by the sampled county government employees of western Kenya counties governments. From the findings, majority of the employees, 83(50.3%) disagreed that county leaders displayed a high degree of self-awareness, who were supported by 39(23.6%) of the employees also strongly disagreeing on the statement. Only very few employees, 3(1.8%) strongly agreed and 17(10.3%) agreed on the same statement. A mean of 2.16 and standard deviation of 0.9 were obtained for the statement, which indicates a low rating of employee leaders in terms of self-awareness with little variation from the mean.

The findings shows that majority of the respondents, 60(36.4%) disagreed that there is a balanced processing of information from leaders leading to unity of direction, also supported by 48(29.1%) of the employees. The mean on the statement was 2.19 indicating that the rating on balanced information processing as unity of leadership by employees was lowly rated while the standard deviation was 1.0 indicating some variations from the mean.

The finding further indicates a low rating (M=2.32, STD=1.1) on leadership by morality and ethics as revealed by majority of the employees, 74(44.8%) who disagreed that leaders live

by examples of morality and ethics. It was also clear that all employees were not involved in decision and there was no instant feedback for their contributions as indicated by majority 65(39.4%) and 54(32.7%) in support. The overall rating of county leadership employee was low (M=2.20, STD=0.7) even though indicating that some efforts were done and therefore there is a possibility of improvement.

It was observed that the nature of composition of leadership in county governments was the legislative arm represented by the county members of assembly and the executive headed by the governor and senior officers, some considerable influence in leadership also was felt from the office of county commissioner. The structure tended to provide multiple leadership centres that rather created engineers balance of reporting from lower officers promoting organisation politics that are unhealthy for organisational performance as observed by Sibanda (2014). Such behaviour will result to low engagement of employees who feel disfavoured in such complex relationships.

4.3.3 Team Work and Co-worker Relationship Western Kenya Counties

Team work and Co-worker Relationship was also one of the dimensions of employee engagement perceived in the study to have some effect on county operational performance. The extent to which it was practiced among the employees was also measured, in order to ascertain whether it was good or poorly viewed by the county employees. Some of the indications of team work and co-worker relations were the ability of employees to discuss and solve work issues together, trust among workmates on job confidential, freedom to act outside the work procedures to solve unique problems, and stewardship of duty by other employees in the event of being absent. The findings were measured on a five point likert scale and presented using frequency counts, percentages, means and standard deviations as shown in Table 23. As indicated in the previous sections, strongly disagree indicated the lowest measurement and strongly agree (5) indicating the strongest measure. A mean below 2.5 was considered a measure of low rating, 2.5-3.5 a measure of moderate or average rating and 3.6-5 considered high measurement or satisfactory work environment.

Table 23: Employee Rating on Team work and Co-worker Relationship

Statements on team work and co-worker relationship	1 SD f(%)	2 D f(%)	3 U f(%)	4 A f(%)	5 SA f(%)	mean	Std
We often discuss and resolve work issues together	62(37.6)	88(53.3)	5(3.0)	5(3.0)	5(3.0)	1.81	0.8
Am particularly trusting my workmates on my job confidential documents.	45(27.3)	91(55.2)	14(8.5)	11(6.7)	4(2.4)	2.02	0.9
I can act outside the work procedures to solve unique problems and get approval for problems solved.	51(30.9)	68(41.2)	31(18.8)	11(6.7)	4(2.4)	2.08	0.9
I can count on my co-worker for my duty when am a way	37(22.4)	77(46.7)	31(18.8)	19(11.5)	1(0.6)	2.21	0.9
Overall mean						2.03	0.5

KEY: M-Mean, STD-Standard deviation

Source: Survey Data, 2017

The rating of the aspects of employee tem work and co-worker relationship is presented in Table 23. From the findings, the overall rating of team work and co-worker relationship is low, as indicated by a mean of 2.03 with no variations as indicated by a standard deviation of 0.5 which is below one standard deviation. This means that when generalized, this aspect slows the overall efforts by the counties on employee engagement. Each of the dimensions and the response was examined independently, based on the response views in the counts and percentages.

First, the results shows that majority 88(53.3%) of the employees disagreed existence of discussions and resolution of work issues together among the employees, which was also strongly disagreed by 62(37.6%). This could mean that there was no proper unity among the employees when it comes to resolution of work issues. The findings are seconded by a mean of 1.81 and a standard deviation of 0.8.It is also clear that 91(55.2%) could not trust their workmates on their job confidential, a perception that was also strongly supported by 45(27.3%) of the employees. An overall mean of 2.02 indicated a low rating thus implying that there was no trust among the employees with regard to their confidential. It also means that any information by one employee trusted to another could not be concealed, but could spread out to others thus leading to lack of trust, an aspect that indicates poor co-worker relationship.

Majority of the respondents 68(41.2%) disagreed that they could act outside the work procedures to solve unique problems and get approval for problems solved. The statement was also strongly disagreed by 51(30.9%) of the employees, with an overall mean of 2.08 and standard deviation of 0.9 implying that any effort to solve unique problems without adherence to procedures was not appreciated among the employees. The overall mean of team work and co-worker relationship is 2.03 with a standard deviation of 0.5 indicating low rating by the county employees, even though there were some efforts as expressed by the minority. These findings mean that generally, western Kenya county governments had not fully incorporated good team work and co-worker relations among their employees. There is much that still needs to be done in improving employee engagement in terms of team work and o-worker relationships. However, the little that is done cannot be downgraded, since it could sustain the counties engagement as the leaders seek to enhance employee engagement.

4.3.4 Reward Management

The final dimension of employee engagement is reward management among county government employees of western Kenya counties. This dimension was measured using four statements on a five point likert scale. Sampled county employees were asked on a questionnaire, to rate the extent to which reward management was exercised among the counties. Specifically, it was assessed by likelihood of striking on salary issues, allowances and benefits for employees, trip and benchmark facilitation, and holidays to create good quality of work life. The findings are presented in Table 24 using frequency counts, means and standard deviations.

Table 24: Employee Rating on Reward Management

Statements on reward management	1 SD f(%)	2 D f(%)	3 U f(%)	4 A f(%)	5 SA f(%)	M	STD
We are not likely to go on strike on salary issues	57(34.5)	58(35.2)	27(16.4)	16(9.7)	7(4.2)	2.14	1.1
We are well catered for allowances and benefits in our employment	60(36.4)	55(33.3)	30(18.2)	10(6.1)	10(6.1)	2.12	1.1
We are facilitated for work trips and necessary benchmarking	60(36.4)	62(37.6)	14(8.5)	18(10.9)	11(6.7)	2.14	1.2
Our establishment provide for holidays to create good quality of work life	42(25.5)	82(49.7)	20(12.1)	16(9.7)	5(3.0)	2.15	1.0
Overall mean						2.13	0.6

KEY: M-Mean, STD-Standard deviation

Source: Survey Data, 2017

The findings on reward management are presented in Table 24 using various aspects that included the likelihood to go on strike among others. Majority of the respondents, 58(35.2%) disagreed that they are not likely to go on strike on salary issues, and in addition, 57(34.5%) strongly disagreed. The mean and standard deviation on this aspect was 2.14 and 1.1 respectively, implying that employees were likely to go on strike due to salary issues and therefore the county performed poorly on handling salary issues among county employees. It is also clear from the findings that majority of the employees, 60(36.4%) stronger disagreed that they were well catered for allowances and benefits in their employment, while 55(33.3%) disagreed, with a mean of 2.12 and standard deviation of 1.1 implying that the employees were not catered for in terms of allowances and benefits though with some variations in the statements.

The findings also shows that employees are not facilitated for work trips and necessary benchmarking s indicated by 60(36.4%) of the employees and 62(37.6%) who also supported. The mean and standard deviation on the statement were obtained (M=2.14, STD=1.2)

meaning that employees rewards were not adequately considered by the counties in western Kenya. From the findings, it is also clear that the establishment by counties provide for holidays to create good quality of work life, as indicated by majority 82(49.7%) with a mean of 2.15 and standard deviation of 1.0 indicating small variation in the findings.

The mean was 2.13 with a standard deviation of 0.6 termed as low rating, implying very minimal efforts by the county governments of western Kenya to salvage employee engagement through rewards.

4.3.5 Summary Results on Employee Engagement Western Kenya Counties

The summary findings on employee engagement are presented as shown in Table 25. The findings consist of all the four dimensions of employee engagement which included work environment, leadership, team work, and reward. The findings are presented in means and standard deviations for comparison purposes.

Table 25: Summary Results on Employee Engagement

Employee engagement dimensions	Mean	Std. Deviation
Work Environment	2.21	.62
Leadership	2.20	.71
Team Work	2.03	.54
Reward	2.13	.60
Mean of Employee Engagement	2.14	.45

From the findings in Table 25, the overall mean rating of employee engagement is 2.14 with a standard deviation of 0.45. This mean indicates a low rating of employee engagement by county governments. Close examination of the individual dimensions shows that work environment was the highly rated aspect of employee engagement with a mean of 2.21 and small standard deviation of 0.62. This was closely followed by leadership with a mean of 2.20 and a standard deviation of 0.71. This means that work environment and leadership were slightly highly rated by employees as the aspects of engagement that were practiced to some extent among the western Kenya Counties governments. The other aspects were reward with a mean of 2.13 and standard deviation of 0.60, and finally team work with a mean of 2.03 and standard deviation of 0.54. These findings imply further that employee engagement was carried out to some extent and could affect the employee procurement implementation process.

4.3.6 Relationship between Employee Engagement and Counties Operational Performance

The study sought to establish if there was any relationship that existed between employee engagement dimensions and COP in western Kenya Counties Governments.

In order to achieve this, the means on each of the dimensions of employee engagement were correlated with the overall COP means using Pearson product moment correlation. This was done to establish the strength and direction of the relationship between employee engagement and performance of counties governments of Western Kenya, as indicated in Table 26.

Table 26: Correlation between Engagement and Performance

Employee Engagement	County Operational Performance
Work Environment	.447**, p=.000
Leadership	.644**, p=.000
Team Work	.537**, p=.000
Reward	.430**, p=.000
Mean of Employee Engagement	.714**, p=.000

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

Table 26 shows the results for the relationship between EE and COP using Pearson product moment correlation. There is a positive significant correlation between leadership and COP (r=.644, p=.000). This means that leadership is strongly correlated with COP, such that good leadership leads to better COP. This also implies that as the leadership improves in the counties, there is an improvement in the operational performance of county governments. It is also clear from the findings that there exists a positive significant correlation between team work and COP (r=.537, p=.000).

This implies that there is a moderate significant correlation between the two variables, such that as the counties enhanced team work and co-worker relations, there is an improvement in performance. Furthermore, the findings reveal a positive significant correlation between work environment and COP, indicating a moderate correlation (r=.447, p=.000) as well as the correlation between reward and COP (r=.430, p=.000).

These findings imply that each of the dimensions of employee engagement was positively related with COP such that as they improved, there is a recorded improvement on the performance of western Kenya county governments.

The overall correlation between employee engagement and COP was positive and significant (r=.714, p=.000). Looking at this correlation keenly, it's an indication of a strong association between employee engagement and performance of Western Kenya County governments.

A close examination and analysis of these findings reveals much on the amount of changes in the COP that can be explained by variations in each of the dimensions of employee engagement. First, the overall correlation between EE and COP was 0.714 using Pearson product moment correlation. This value can be squared to obtain a coefficient of determination which is 50.97%, implying that all the combined dimensions of employee engagement can explain more than half of COP.

4.3.7 Influence of Employee Engagement (EE) on County Operational Performance (COP)

To establish the influence of employee engagement on the operational performance of county governments in western Kenya, standard multiple and simple linear regression models were estimated. In the initial, all the dimensions of employee engagement were entered in the model as block variables. This included all the four dimensions that were work environment, leadership, reward and team work and co-worker relationships. These were entered as the predictor variables to determine the outcome on COP as the dependent variable. The main hypothesis of this objective stated that "Employee engagement does not have an influence on the operational performance of county governments in western Kenya". However, test this hypothesis, each of the dimensions was assessed independently and finally mean scores of COP regressed on the overall mean of COP in the later section.

The first results to be presented were for the standardized coefficients of each of the dimensions of employee engagement variables. The findings on the unique contribution of each of the dimensions of employee engagement are presented as shown in Table 27 that follows.

Table 27: Regression of performance on engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	.653	.122		5.362	.000			
Work environment	.062	.046	.085	1.357	.177	.447	.107	.072
Leadership	.270	.041	.427	6.605	.000	.644	.463	.353
Team work	.257	.050	.306	5.129	.000	.537	.376	.274
Reward	.117	.044	.156	2.634	.009	.430	.204	.141

a. Dependent Variable: County Operational Performance

Source: Survey Data, 2017

The findings in Table 27 indicate that three of the dimensions of employee engagement significantly contributed to the model. These included leadership, team work and co-worker relations, and reward. Leadership had the strongest unique contribution to the model (β=.427, p=.000). This has various implications, first, it implies that leadership is strongly correlated to COP and uniquely contributes to COP. It also implies that as leadership improves by one standard deviation on the leadership scores on the scale that was used for employee engagement, which is 0.71 as indicated from the descriptive statistics in Table 4.16, then county operational performance would be likely to improve by 0.427 standard deviation units (also simplifying an improvement in performance based on the county operational performance scale). Therefore leadership is very important to the operational performance of the county governments of Western Kenya. Another predictor that had a significant unique contribution to the model is team work and co-worker relations (β=.306, p=.000).This indicates that good relationship among the employees and team work will definitely lead to an improvement in operational performance of western Kenya county governments.

The final dimension that significantly contributed to COP was rewards (β=.156, p=.009). This means that employee engagement through better reward management such as allowances and good remunerations were likely to improve COP of county governments of western Kenya.

It can be concluded from these findings that the most effective predictor of COP among the selected EE variables is county leadership, followed by team work and co-worker relationship and finally reward management.

Employee work environment cannot however be justified based on the non-significant contribution to the model due to the overlapping effect among the variables, however, it was not among the best predictors.

The summary model results on the overall percentage change in COP explained by EE dimensions was presented as shown in Table 28. R square and Adjusted R square valued were used to present these findings with the test of hypothesis using the F ratio value whose significance was indicated by the significant value set at 0.05 for hypothesis testing.

Table 28: Model Summary Results of Variance in COP Explained by dimensions of EE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.738[a]	.544	.533	.31125	.544	47.724	4	160	.000

a. Predictors: (Constant), Reward, Team work, Work environment, Leadership

The finding in Table 28 indicates that EE explains 54.4% (R Square=.544, p=.000) variance in COP or similarly, it accounts for 54.4% change in COP. A shrinkage of 1.1% reduces this percentage to 53.3% (Adjusted R square =.533, p=.000), implying that the 53.3% is a better estimate of the population value. These results are significant as indicated by an F ratio value which could not have occurred by chance since the value is large and significant, $F(4, 160)=47.724$.

The value of adjusted R square in this model is also slightly more than the value obtained by the squared correlation coefficients, both from Pearson correlation coefficient values in Table 4.17 which is 50.97% and also more than the total value of partial correlations obtained from the coefficients in Table 27. This is because the shared variance has been removed and thus indicating the net variance explained by the model.

Another approach that the study used to determine the influence of EE on COP was through the use of a single predictor value of EE. All the dimensions of EE variables were combined to get an overall mean of EE. The mean of COP was then regressed on EE leading to one coefficient of EE as a single variable.

The results for model coefficient are presented as indicated in table 29.

Table 29: Coefficient Value on the Effect of Employee Engagement on County Operational Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.620	.121		5.133	.000			
	mean engagement	.716	.055	.714	13.011	.000	.714	.714	.714

a. Dependent Variable: performance

The findings in Table 29 indicates that in the absence of predictor variable (employee engagement) the model would still have some effect on COP as indicated by a constant value of 0.620 which was significant. However, upon the introduction of EE predictor variable, it had a unique significant contribution to the model (β=.714, p=.000). This implies that one standard deviation in EE (which could be an improvement in EE based on the scale used in the study) would lead to 0.714 unit change in COP.

It was also necessary to find out the model summary results on the percentage change in COP explained by EE. In effect to these, the findings on the model summary are presented as shown in Table 30 using R square values and adjusted R square values.

Table 30: Model Summary Results on the Effect of Employee Engagement on County Operational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.714ᵃ	.509	.506	.31984	.509	169.292	1	163	.000

a. Predictors: (Constant), mean engagement

The findings in Table 4.21 indicates that there is a relationship between overall scores of EE and COP (R=.714, p=.000).

When this value is squared, we obtain the percentage change in COP accounted for by EE scores, (R square =.509, p=.000). This value can also be expressed as 50.9% when multiplied by 100%. This means that based on the sampled respondents, EE as an overall variable explains 50.9% variance in COP. This percentage is slightly larger than half and therefore EE can be regarded as a strong predictor of COP.

The R square value was controlled for over-estimation through shrinkage, to reflect the true population results thus leading to a value of 50.6%. Which was significant as indicated in the model $F(1, 163)=169.292$. This means that the F ratio value could not have occurred by chance, but as a result of fitting the model. Therefore it can be concluded that EE significantly contributes to COP and explains a percentage slightly more than EPI meaning that there could be some effect of this relationship on performance.

An observation in the medical institutions revealed long queues of unattended patients. They were attempts of county office receptionist to frustrate access to executive offices and rather long waiting which is synonymous with poor customer relations. Long queues in service delivery and reluctant front office personnel to attend to clients are symptomatic to low engagement of employees. These observations are in agreement with the analyzed low engagement value.

These findings concur with theoretical argument of various studies and theoretical argument of social exchange theory. Ongel (2014) asserted that employee engagement has immense influence on organisational performance as engaged workforce provide superior services. Purcell (2006) and Truss et al (2006) notes that CIPD research has demonstrated links between the way people are managed, employee attitudes and business performance hence

engaged employees have been found to outperform their disengaged counterparts. According social exchange theory for employee engagement, employees who are engaged have social obligation of reciprocity through improve employee performance. This argument is also supported by Harter, Gilson (2004); Mauno, Kinnunen, Rokolainen (2007); SchaufeliSalanova, Gonzalez-Roma & Bakker (2002); Harter, Schmidt & Hayes (2002) and Sonnentag (2003) who indicated that employee engagement is a significant factor in influencing organizational performance.

Several empirical studies have demonstrated the relationship between employee engagement and organizational performance. These findings are in line with those of Harter, Schmidt, Sangeeta and Stephanie (2012) who investigated the relationship between engagement at work and organizational outcomes. They found that employee engagement is related to each of the performance outcomes studied. The true score correlation between employee engagement and composite performance was 0.42. This value is slightly lower as compared to the correlation coefficient obtained in the present study, a value of 0.714.

Solomon (2010) also supports the present findings with his conclusion that engaged employees were emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going an extra mile beyond the employment contractual agreement. More studies even though in different sectors, support these findings. Such studies are those of Otieno, Wangithi, and Njeru (2015) who revealed a positive effect of employee engagement on organisation performance with a correlation value of 0.533, Levinson (2007), Hewitt Associates (2004), Harter, Schmidt, Sangeeta and Stephanie (2012), Solomon (2010), Otieno, Wangithi, and Njeru (2015), and Sibanda (2014). Only Paluku (2016) study posted divergent results where there was no effect.

It can thus be concluded that EE has a positive significant influence on the performance of county governments of Western Kenya.

However, some studies have found contradictory findings to the findings of this current study. No significant predictive relationship has been found between employee engagement and discretionary effort, a key related outcome for organizations (Shuck et al., 2011), despite a longstanding assumption that employee engagement would predict discretionary effort.

Christian et al. (2011) also failed to find the relationship between employee engagement and job performance. Also Paluku (2016) study posted divergent results where there was no significant effect of employee engagement on organization performance. This has therefore created gaps in organization performance as some of organizations have failed to relate employee engagement and organization performance

Nonetheless, the findings of the previous studies have fallen short in research methodology and conceptual framework. These shortfalls have made it difficult for practical applicability and generalization of the findings. Sibanda (2014) used a sample size of less than 100 in Zimbabwe despite focussing on public sector organizations.

Priyadarshni (2016) analysed data using only descriptive statistics making it difficult to draw inferences from the findings for practical applicability. There is lack of extensive studies on employee engagement and its impact on performance in Africa and more so Kenya. Mutunga (2009) failed to link the factors that contribute to employee engagement with performance of employees in the organization of study. Various studies by Gallup have been extensively carried out in countries that are developed, for example the UK, North America and other countries outside Africa. Gallup studies, despite finding a positive correlation between employee engagement and performance, have depicted that there is very low levels of employee engagement in organizations. The study therefore aims at bridging this gaps by studying an organization comprising of a large workforce and hence maybe representative of other organizations in Kenya and Africa at large

The current study has made significant contribution to knowledge both for practical and theoretical implication. In theoretical implication, the findings has establish that employee engagement contribute significantly to county operational performance as employee engagement parameters such leadership, team work and reward have significant influence on COP while work environment is non-significant parameter. Previous studies in private sector have indicated that reward is key employee engagement parameter so far as employee engagement is concerned. However, the regression coefficient results for this study has revealed that when leadership and team work are controlled, reward has the least predictive power on COP.

4.4 Moderating Effect of Employee Engagement (EE) on the Relationship between Employee Procurement Implementation (EPI) and County Operational Performance (COP)

In this objective, COP was perceived a s a function of both EPI as a predictor variable and EE as a moderator variable. The hypothesis of the objective stated that EE does not moderate the relationship between EPI and COP. In order to test this hypothesis, a hierarchical multiple regression analysis was conducted as specified in the model Equation 3.3 of this study. In the first step, two variables were included as a block in the model, which are the predictor variable (EPI) and the moderator variable which is EE. The second step involved the introduction of the interaction term, which is the cross product between EE and EPI. The model coefficient results with uncentered predictors are presented as shown in Table 31 that follows.

Table 31: Coefficients for the Moderating effect of EE on the relationship between EPI and COP

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.366	.151		2.421	.017			
	procurement mean	.191	.071	.174	2.699	.008	.512	.207	.145
	mean engagement	.621	.065	.619	9.625	.000	.714	.603	.518
2	(Constant)	1.642	.723		2.270	.025			
	procurement mean	.316	.289	.287	1.091	.277	.512	.086	.058
	mean engagement	.018	.360	.018	.050	.960	.714	.004	.003
	Interaction	.249	.138	.374	3.803	.023	.719	.141	.096

a. Dependent Variable: Performance

The results in Table 31 indicate the moderation effect of EE on the relationship between EPI and COP. In order to avoid threats of multi-collinearity by reducing the size of high intercorrelations among predictor (EPI) and moderator (EE) variables, with the new interaction, standardized values were used for the interaction variable. In Step 1, after entering the EPI and EE in the model, both were found to have significant contribution to the COP with EPI having (β=.174, p=.008) and EE with (β=.619, p=.000). Upon the introduction of the interaction term (cross-product between EE and EPI), both EE and EPI ended up with

non-significant effects. These findings cannot lead to a conclusion based on the standardized coefficients since it could give a default conclusion that they did not significantly contribute to the model after the introduction of the interaction term. Instead, Whisman and McClelland (2005), suggest that un-standardized coefficient can be used to complement standardized ones while reporting coefficient for moderation since they represent simple effects rather than the main effects that are exposed in the additive regression model.

It is therefore clear from the findings that before the introduction of the interaction term, the unstandardized coefficient (B) for EPI is 0.191 while that for EE is 0.621, which are both significant. After the interaction term was introduced in the model, the B confidents became .0316 for EPI, 0.018 for EE and finally 0.249 for the interaction term. These findings were also represented in the model equation as shown in Equation 4.3

$$Y = 1.642 + 0.316X + 0.018M + 0.249XM$$ …………………………………………..…..4.1

Clearly from the model, various deductions can be made, first, the B_3 coefficient is positive, however, B_1 and B_2 are negative, meaning that the interactive effect is positive, but the more EE reduces, the more negative becomes the effect of EPI on COP. Alternatively, examining the model, the intercept and the XY slope is influenced by M (the moderate variable) intercepts and slopes of line YX. The un-standardized co-efficient of the moderator model B_3 is 0.249. This means that for each unit increase in M, the slope relating X to Y increases by 0.249. This further means that, as EE levels increases by one unit, the COP levels increases by 0249.

The results from the model summary are also presented in Table 32. The results summarize the case in the model coefficients Tables. In this case, the results indicate two models, in Model 1, both EE and EPI are entered in the model as a block. In Model 2, there is the introduction of the interaction term. At this step, the interest of the shifts towards having the knowledge on whether the models are significant and if the amount of variance accounted for in Model 2 with the interaction is significantly more than model one.

Table 32: Model Summary for Moderation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.728[a]	.531	.525	.31385	.531	91.554	2	162	.000

2	.735[b]	.540	.531	.31169	.090	13.252	1	161	.043

a. Predictors: (Constant), Employee Engagement, Employee procurement Implementation

b. Predictors: (Constant), Employee Engagement, EPI, interaction term

From the results in Table 32, it is clear that in Model 2 with the interaction between EPI and EE accounted for significantly more variance than just EEP and EPI level by themselves, (R^2 change = .090, p = .043), indicating that there is potentially significant moderation of EE on the relationship between EPI and COP. The model was also significant in both cases, $F(1,162)=91.554$, p=.000 for EE and EPI and also $F(1, 161)=13.252$, p=.043 for the interaction term.

These findings suggest that applying employee engagement with employee procurement implementation will lead to a higher county operational performance. According to Macey and Schneider (2008) employee engagement is significant predicator employee productivity and hence it can be used as moderator variable between employee procurement implementation practices and organizational performance. According to human capital theory, developing good work environment, leadership and reward management for employee would result to enhanced organizational performance. Therefore, among other variables, sufficient application between employee engagement and employee procurement implementation can be used to better address county operational performance. This is further supported by Chalokasky (2010) who postulated that employee engagement increases commitment level and some employees are more concerned on the employee engagement mechanism during employee recruitment. Dey, Kumar, & Kumar (2014) organizations which are committed to robust and transparent employee procurement practises have witnessed have also develop structures that boost employee engagement resulting to high organizational performance. Therefore according to Hanaysha (2012) employee engagement play a critical moderating role in organisational performance by eliminating employee job stress and adding job satisfaction as well as organizational commitment.

Prior studies that have considered the moderating role of employee engagement on the relationship between employee procurement implementation and county organizational performance are scanty. For instance, studies by Torrington et al. (2011) reports that good

human resource procurement practices enhanced with employee engagement environment will improve performance of organizations.

He advised good induction to influence employees' commitment attitudes that create initial engagement for higher productivity. He also established employee engagement as an enhancement factor to performance and also an outcome of good employee procurement practice.

In addition, Xanthopoulou et al (2009) also concurs with the findings of the present study, he found that employee engagement as a catalyst for experienced restaurant workers increase on daily financial returns.

These studies attest to a positive moderating influence of employee engagement on the relationship between employee quality and organisational performance. The findings are also in line with those of McConnell (2007), and those from a report by Kenya Institute for Public Policy Research and Analysis (2013), who found that performance is caused by employee capability (qualifications) and only engagement is the catalyst for deployment of the capability (employee productivity). It is therefore justified to conclude that employee engagements moderate the relationship between EPI and COP.

Most of the previous studies were not carried by examining employee procurement implementation practices such as recruitment, selection, induction and placement. This made it difficult to for practical and theoretical implications. Sang et al. (2014) only focus on moderating influence of employee engagement on the relationship between employee recruitment process and organizational performance. The influence of selection, induction and placement were not considered. In a similar study, Nurul et al. (2014) did not factor in employee recruitment, selection and placement but examined the mediating role of employee engagement on the relationship between induction training and organizational performance.

The current study has made major strides by investigating the moderating effect of employee engagement on the relationship between implementation of employee procurement and operational performance of counties in western Kenya. Unlike previous studies which focused on employee engagement and organisational performance; employee procurement and organisational performance; employee procurement practices and employee engagement, the current study added to new knowledge by investigating the role of employee engagement

on the relationship between employee procurement and county operational performance which was found to largely ignored.

With the study findings indicating that employee engagement have significant moderating effect on the relationship between employee procurement implementation and county operational performance; this study will add knowledge on the county operational performance in relation to employee procurement practices and employee engagement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter gives an overview of the study based on its findings as expressed in the previous chapter. This chapter provides a summary of the findings in the thesis based on the research hypothesis and draws conclusions from the discussions of the results. Here recommendations and suggestions are also made for future research on the basis of the findings and limitations of the current study.

5.1 Summary of the Findings

This section summarizes the findings of the influence of employee procurement implementation on performance of county governments of Western Kenya. It also entails the influence of EE on county operational performance and finally, the moderation effect.

The first objective of the study was to examine the influence of EPI on COP. The study adopted four dimensions of EPI. These were recruitment, selection, induction training and placement. All the assessed dimensions of employee procurement had slightly below average rating. However, selection was the best rated dimension. This was followed by placement, then recruitment and finally induction training. The overall mean was slightly below average even though indicating that some efforts were put in place to ensure that there was effective EPI. An examination of the relationship between EPI and COP using Pearson product moment correlation revealed a positive significant correlation implying that the variables were associated. A standard multiple regression model to test the hypothesis that EPI does not have an effect on COP revealed that EPI significantly accounted for a significant variance in COP. The strongest unique contribution to the model was indicated by induction training while the least but still significant dimension was selection

The second objective of the study was to establish the influence of EE on COP. various dimensions which formed the composition of EE were used to establish the findings.

These were work environment, leadership, and teamwork / co-worker relationship and finally reward management. Close examination of employee rating on these dimensions revealed that work environment was the highly rated aspect of employee engagement. This was closely followed by leadership and reward management. Team work/ co-worker relations was

the least rated. The overall rating on EE was slightly below the neutral with a mean. These findings imply further that employee engagement was carried out to some extent and could affect the employee procurement implementation process. The findings using regression model also indicated that employee engagement has an effect on County operational performance.

To test the hypothesis that COP are a function of multiple predictor factor, and more specifically "that EE does not moderate the relationship between EPI and COP", a hierarchical multiple regression analysis was conducted. In the first step, two variables were included: EPI and EE. These variables accounted for a significant amount of variance in COP. To avoid potentially problematic high multi-collinearity with the interaction term, the variables were centered and an interaction term EPI and EE was created. Next, the interaction term between EPI and EE was added to the regression model, which accounted for a significant proportion of the variance in COP. Examination of the interaction plot showed an enhancing effect that as EPI and EE increased, COP increased. At low EPI, COP was same for low EPI moderate EPI and high EPI. Therefore the interaction between EE and EPI leads to an increase in the COP. The moderating effect of EE can then be positive and thus more efforts should be done on the improvement of EPI. These findings also concurred with the findings from the previous studies as reviewed in the literature. Only slight variations occurred due to the difference in methodology and the study variables.

5.2 Conclusions

From the findings of the study the conclusions on the hypothesis of the study were made as in the following subsections.

EPI has an influence on the COP and is a strong predictor of the later. Among the dimensions, induction training takes on all the other predictors and therefore good induction training is likely to boost performance in County governments of Western Kenya.

Selection process is also a determinant of COP and there are some efforts that indicate its practice but not as compared to placement.

Placement is highly rated among the county governments but it has shortfalls, it does not significantly contribute to performance, perhaps because it could be independent on the predetermined factors other than proper placement and EPI process. Given an improvement

in EPI there would be a great improvement in the COP thus resulting to growth in the Counties in Western Kenya.

From the findings on the overall of EE dimensions, it can be concluded that the best practiced dimension was work environment followed by leadership, reward and finally team work and co-worker relations. Therefore work environment was promising among the county government employees. It can also be concluded that the overall EE has a strong association with COP and therefore has an influence. Leadership is the most influential aspect on COP, with good team work and co-worker relations and thus counties seem to be working harder on proper leadership to improve the operational performance. Due to the fact that the entire EPI accounts for a significant change on COP, it can be concluded that EE has a high influence of COP and is a strong predictor of COP.

From the findings, it was clear that there was a moderating effect of EE on the relationship between EPI and COP. This means that EE was more effective than EPI and therefore results in good grooming of new county employees. Conversely, EPI is slightly below the standards and therefore in comparison to EE, it has weak effective power. As a result, good leadership, work environment, remuneration and team work overshadows the poor employee procurement process. It can be concluded that with a good employee engagement in Western Kenya Counties, there is a improvement in procurement process and consequently the operational performance of county governments improves.

Ultimately the study conclusion upholds the study theoretical underpinnings, the human capital theory and the social exchange theory. In so far as the county human capital quality is a product of employee procurement process and is responsible for the operational performance output, the Western Kenya selected Counties employee procurement actions and consequences complied with the theory.

Social exchange theory that drives the employee engagement level was also held as reward management equity was disputed among other elements of employee engagement resulting to low engagement that in moderation to operational performance, registered low operational performance.

5.3 Recommendations

From the findings of the study various recommendation on employee engagement, county procurement implementation process and county government performance were drawn as presented in the subsequent sections.

Based on these findings, the study recommends that county governments should intensify their trainings to ensure that after recruitment, the new employees are well introduced to the work environment. The counties should also ensure that there is a proper selection process that matches the job requirements and the qualified candidates in order to improve on performance. Placement and recruitment should be guided by policy and regulatory framework that ensure good practices in human resource management for their effectiveness on performance. The study therefore recommends that the respective counties human resource departments adhere to their legislative, regulatory and strategic frameworks to achieve high returns from recruitment and placement of right candidates. This can be achieved from enactment of legislation and policy guidelines where deficient that guide the human resource management team in conducting employee procurement in compliance with the strategic human capital required for strategic achievement of respective county objectives.

From the findings on the influence of EE on COP, various conclusions were drawn, in order to aid in the improvement of the operational performance of western Kenya counties. First, the counties human resources need to improve the work environment for conducive operational performance. This is because despite its high rating on work facilities deployment, it does not effectively improve the operational performance of counties as co-worker relationships and team work are sacrificed on political differences. Leadership is wanting and should be improved through proper orientation training for new leaders and continued training for both executives and political leadership within counties to uphold professional leadership that unites employees and focus their potential towards productivity.

Counties as semi-political entities should orient new office holders in case of political changes to function as professional managers divorced from political inclinations and motives in making departmental decisions so that leadership is trusting and teambuilding. This could lead to an improvement in performance of the counties.

The recommendation for the county engagement been a signification predicator to COP is more effort to invested in EE improvement elements like work environment, co-worker

relationship, team work and leadership as the only strategy to produce COP from the available staff no matter how they were procured as they are the asset that the county has and can only be transformed through engagement to productive. It should recognize that the unproductive staff cannot be separated without costs on counties that engaging them will be the better option.

Arsing recommendation from the moderating influence of EE on the relationship between EPI and COP further underscores the importance of counties investing in EE through leadership training forums and team building sessions while providing an employee participation forums that elicit information from employees that the management can use to enhance their engagement. Internal and external equity in reward management should be done through periodical job evaluation exercises and salaries reviews to satisfy all for improved employee engagement that has high influence on COP.

5.4 Limitations of the Study

The current study was very significant in shedding more light on the problem in the county governments in Western Kenya region. However, the study had various limitations that hindered its effectiveness in unearthing the human resources management and county performance gaps.

First the study focused only on western Kenya Counties in Kenya. These counties are geographically situated in better weather conditions that aide in agricultural productions. This means that there is relatively high level of independence among the residents and thus few cases of exclusive dependence on county operational benefits. This may create lesser dependence on county operational performance benefits making the residents unconcerned with the level of COP. The residents are also educated and due to the emergence of online e-citizen services, some of the residents may not be seeking personally services from the counties thus limiting their objective opinion on the level of COP as reported by county employees. The study however, was of the view that there is still very slow transition from the manual service seeking to online and therefore the results are valid on basis of selected operational performance measures selected in their application.

Secondly, the study was limited to the county management staff who could know very little information about the residents due to their higher calibres and nature of work that they do,

most of which involve decision making. Besides, the management could also work to defend their services contrary to the expectations of the residents and subordinates.

This means that the kind of feedback they would give on the questionnaire could overwhelmingly reflect their positive orientation and thus bias. However, the study framed the research instruments in a way that these type of respondents could have very little to express their positive side but instead give the exact account of their employee procurement process and employee engagement on performance.

Another study limitation was the choice of the study variables, such as the dimensions of employee engagement, procurement and operational performance. Due to evolving political changes and dynamic growth in the ICT sector, employee procurement process may have largely evolved to online process. This means that in some industries, there are computer applications that screen the applicant's credentials during selection and successfully carry out appropriate placement. Engagement could also be achieved through self-training via online means without the efforts of the county bosses and therefore the findings could not be generalised to other industries. However the counties of study are largely dependent on the management and stipulated forms of procurement and employee engagement processes and therefore clearly fit the study.

5.5 Suggestions for Further Studies

The study has adequately carried out the moderating effect of employee engagement on the relationship between employee procurement implementation and county operational performance. However, there are studies that could also bring out the intended scholarly solution to the underlying problems.

First, a study could be carried out in a wider scope in order to investigate other determinants of county performance for all counties in Kenya, as the findings could cut across the county differences.

A study can also be carried out on the individual effects of the dimensions of employee procurement implementation on county operational performance as composite variable study or when further sub-dimensions are created since the theory stated could be limited to these dimensions.

Finally, the moderating effect of growth in ICT sector could form a significant moderating effect on the relationship between employee procurement implementation and county operational performance if studies were carried out on the same.

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APPENDIX 1: PARTICIPANT'S INFORMATION SHEET

Participant's information sheet for respondents

Research information on moderation influence of employee engagement on the relationship between employee procurement and performance of Western Kenya Counties government, Kenya

Part A: Information about the Research Study

Who am I?

I am Josiah Roman Aketch, studying for a PhD degree in Business Administration at Maseno University. As part of my training, I am expected to carry out a piece of research, which will go into my thesis.

I am researching employee engagement on the relationship between employee procurement and performance of Western Kenya Counties government, Kenya.

Where can I be contacted?

I can be contacted by e-mail aketchjr@yahoo.com at Maseno university school of Business and Economics, department of Business Administration. My telephone number is 0721229692.

Why am I looking at this topic?

Sometimes there have been issues on residents expectations and actual service delivery and general developments in County governments in the wake of new constitution for devolved governance in Kenya. The County employees' behavior and general performance of Counties elicit questions as to what is the cause of the outcome. The research is to describe the employee procurement and performance of Western Counties. The moderating influence of their engagement on the relationship between their procurement and county performance will shed light on the issue.

Can you withdraw?

If at any point during the study you change your mind about taking part, you can just send me a note or give me a call and let me know that you do not want to participate in the study. I will destroy your questionnaires and any other information that you may have provided.

What will happen to the information that you give me?

All the information given to me on the consent form and questionnaires will be anonymous. The information that you provide shall be stored safely and securely.

What are the risks of taking part?

Some people may find talking about County employee's procurement, engagement and Western Kenya Counties performance distressing. If you find yourself getting distressed, let me know and you can stop taking part in the study. We can talk about what is distressing and think about what to do next.

Part B   MY responsibilities to you for taking part

I will not identify you in any publication. All the information that you provide will only be viewed by me and my supervisors if requested and would remain confidential.

.**If you decide to take part you can:**

1. Refuse to answer any particular question and to withdraw from the study up the submission of the thesis.
2. Ask any further question that occurs to you during your participation.
3. Be given summary of the findings from the study when it is completed.

Researcher's name JOSIAH ROMAN AKETCH

MASENO UNIVERSITY

P. O. Box 154

Tel. (043) 243175078-2419449

MASENO, KENYA

……………………………

Researcher's signature   Telephone number: 0721229692   Date: January 2016

ADM NO: **PHD/BE/00156/2013**

APPENDIX II: QUESTIONNAIRE FOR COUNTY EMPLOYEE

SELECTIONA:

DEMOGRAPHIC DATA

1. **Are you a County Government Employee?**   Yes (   )   No (   )

2. Please indicate the name of your County below

   …………………………..

3. **Gender:**   Male (   )   Female (   )

4. **What age group below do you belong?**

   Below 20 years (   )   21 – 35   (   )   36 - 55   (   )   56 - 72   (   )   over 72   (
)

5. **Level of education:**

    Primary (   ) Secondary (   ) Tertiary (Diploma/certificate (   )   University
   (Bachelor's Degree) (   )   University (Post-Graduate Degree) (   )

6. **Department/selectionTick accordingly**

   County Assembly and Executive staff (   ) Departmental Head (   ) Professional/
   Technical (   ) other staff (   )

7. **Years of experience in the job position you hold**.

   Ten years and above (   )   5 to 9 (   )   2 to 4 (   ) One and less than one (   )

SELECTION B

Employee procurement implementation

As an employee of a County in Western Kenya, to what extent do you agree or disagree with the statements about the hiring of employees in the County Government: Tick appropriately

Employee procurement process implementation	Strongly Agree	Agreed	Unsure	Disagree	Strongly disagree
Recruitment 1. There is recruitment message/advert for all County positions.					
2. Information for recruitment position in counties are appealing for quality candidates.					
3. From adverts, county government appears choice organization for employment.					
4. The advertising message for county jobs are clear on the right qualities for persons fitting in advertised positions					
Selection 1. Interviews elicit Comprehensive information from the applicants					
2. There is effort on the part of the panel to Match attributes of applicants to the job					
3. Job candidates are given professional treatment in selection					
4. In my opinion, the panel composition for jobs in counties are fair					
Induction Training 1. New staff are introduced to available facilities in their County areas of service					
2. New employee Training cover all aspects for the job and county policies					
3. There is support from seniors and colleagues for new employees					

Placement					
1. Employees are placed on the job station according to the requirements of the job. (Jobs not tailored to specific persons)					
2. The positions are offered to the person according to their qualification. They are neither higher nor lower than their qualification					
3. Employees are conversant with the working conditions prevailing in their area of posting and the penalties if they commits the wrong					
4. Placement is ready before the joining date of the newly selected person.					
5. Settlement in the new work stations is usually first					

In your own view explain aspects of recruitment, selection, orientation or/and placement practices in your county in your experience.

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What are the common challenges to employee hiring in the county?

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Employee Engagement

As an employee of a County in Western Kenya, to what extent do you agree or disagree with the statements about employee engagement in the County: Tick appropriately

Employee engagement	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Work environment					
i) There is adequate office space, machines/equipment and other facilitations for adequate employee service delivery.					
ii) Employees are adequately facilitated for job requirements to serve to customer satisfaction.					
iii) County jobs are interesting and fun to serve.					
iv) County employees are co-ordinated as a team in service delivery.					
Leadership 1. County leaders display a high degree of self-awareness					
2. There is balanced processing of information from leaders leading to unity of direction					
3. Our leaders live by examples of morality and ethics					
4. All employees are involved in decisions and there is instant feedback for their contributions.					
Team work and co-worker relationship 1. We often discuss and resolve work issues together					
2. Am particularly trusting my workmates on my job confidential					
3. I can act outside the work procedures to solve unique problems and get approval for problems solved.					
4. I can count on my co-worker for my duty when am a way.					

reward management					
1. We are not likely to go on strike on salary issues					
2. We are well catered for allowances and benefits in our employment					
3. We are facilitated for work trips and necessary benchmarking					
4. Our establishment provide for holidays to create good quality of work life					

In your opinion, basing on the factors above contributing to employees commitment or others, explain the state of county employee commitment to work and interventions.

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………..

County Performance

As an employee of a County in Western Kenya,, to what extent do you agree or disagree with the statements about County Government performance: Tick appropriately

County Performance	Strongly Agree	Agreed	Unsure	Disagree	Strongly disagree
Residents continuously maintain their support for county administration by tax obligations.					
Residents are contented with county officers' decisions on administrative issues.					
Residents refer administrative issues to respective offices in the county					
The county projects are implemented effectively					
County projects are completed on time					
County project completed are of acceptable quality					
There has been seldom complaints on our service quality but compliments from clients					
Residents receive services timely					
Residents voice is Incorporated in county decisions					
Residents are happy with our taxation and financial management					
Residents receive services without undue influence					
County offices are open to public scrutiny					
We always achieve our departmental objectives.					
Appraisal reports are largely positive for county employees					
Residents are contented with our office work output.					

Explain your view on County operational Performance basing on residents trust, projects implementation, professionalism and/or employee productivity ?

_____

_____

_

<div align="center">

INTERVIEW SCHEDULE

</div>

Code………………………………

Preamble: Introduction to both parties. The researcher explains the objectives of the

research and its usefulness to the academics, the Kenyan counties

governance and   ultimate goals of devolution in Kenya.

The respondent is assured of confidentiality and ethical considerations for the study.

Part 1: Introduction

Kindly   talk   about   your   position,   age,   education   and   work   experience
_____
_____
_____
_____
_____

Theme 1:   To determine effects of employee procurement implementation on operational performance of county governments in Western Kenya.

Issue 1:   Scope of employee procurement implementation practices in the county.

1. Comment on practices you implement in practice when performing the following
   a) Employee recruitment

      _____
      _____
      _____
      _____

   b) Selection

_____

_____

_____

_____

c) Orientation training

_____

_____

_____

_____

d) Placement

_____

_____

_____

_____

2. What is your general comment on the effectiveness of implementation of the above employee procurement practices in meeting quality employees in the county?

_____

_____

_____

_____

3. What is your comment on the strength of employees (human capital) that your county has?

_____

_____

_____

_____

Issue 2:   Scope of county operational performance

    1. Comment on your opinion how your county operational performance is viewed by the residents of the county objectively:

        a) The level of the county institutions trust (explained)

        _____
        _____
        _____
        _____

        b) The level of projects implementation in the county (explained)

        _____
        _____
        _____
        _____

        c) The professional contact of the county employees (explained by researcher)

        _____
        _____
        _____
        _____

        d) County individual and collective employees productivity (explained)

        _____
        _____
        _____
        _____

Issue 3:   Basing on county employee procurement implementation and the operational performance of the county, how will you relate the two?

_____
_____
_____
_____

Theme 2: **To establish influence of employee engagement on the operational performance of county governments in Western Kenya.**

Issue 1: What in your opinion is the scope of your county employee engagement or commitment level in their job as motivated by the following

    a) Work environment (explained)

    _____

    _____

    _____

    b) Leadership support (explained)

    _____

    _____

    _____

    c) Team work/co-worker relationship (explained)

    _____

    _____

    _____

    d) Reward management (equity and adequacy in pay)

    _____

    _____

    _____

Issue 2: What is your general comment on overall level of employee engagement in your county?

_____

_____

_____

_____

Issue 3:   Basing on your opinion of the county operational performance level, how will you relate to state of employee engagement?

_____
_____
_____
_____

Theme 3:   **Moderation of employee's engagement on the relationship between employee procurement implementation and operational performance of the counties.**

In your review, does the commitment level of employee matter in the county?

_____
_____
_____
_____

Any comment to improve the county operational performance?

_____
_____
_____
_____

Ending

Thank the key informant and reassure on confidentiality of the information.

INTERVIEW SCHEDULE

Code....K003..................

Preamble: Introduction to both parties. The researcher explains the objectives of the research and its usefulness to the academics, the Kenyan counties governance and ultimate goals of devolution in Kenya.

The respondent is assured of confidentiality and ethical considerations for the study.

Part 1: Introduction

Kindly talk about your position, age, education and work experience

County Secretary, 52 years, BSc.(agric) 20 years in the public sector and 3 years in the county.

Theme 1:   **To determine effects of employee procurement implementation on operational performance of county governments in Western Kenya.**

Issue 1:   Scope of employee procurement implementation practices in the county.

1. Comment on practices you implement in practice when performing the following
   a) Employee recruitment

   Some positions advertised in the media and others not.

   b) Selection

   Although positions selection is done by some consultants most positions are done by county service board members but all in all the political decisions carry the day to balance on special interests.

K003

c) Orientation training

Low positions ignored but high positions reluctantly done as treatment for new staff to enjoy the benefits of the trips.

d) Placement

It is pointless to rigidly place as inter-departmental transfers are common in persuit for political re-alignments.

2. What is your general comment on the effectiveness of implementation of the above employee procurement practices in meeting quality employees in the county?

Hiring process has resulted to idle staff incapable for innovative work and merely a wage burden to the county.

3. What is your comment on the strength of employees (human capital) that your county has?

It is not strong to guarantee county development as they are learning on the job without the capability.

Issue 2:   Scope of county operational performance

1. Comment on your opinion how your county operational performance is viewed by the residents of the county objectively:

a) The level of the county institutions trust (explained)

The trust is low as residents have not turned up to participate in county forums.

b) The level of projects implementation in the county (explained)

There has been slow implementation of flagship projects especially the stadium and refferal hospital among others.

c) The professional contact of the county employees (explained by researcher)

cases of curruption in procurement section tells it all.

d) County individual and collective employees productivity (explained)

How can they be productive if they are unqualified? idle hospital lab facilities and insured residents prefference for private hospitals talks it all.

Issue 3: Basing on county employee procurement implementation and the operational performance of the county, how will you relate the two?

Basically the dismal performance of counties and return of county allocations is due to incompetence of employees.

Theme 2: **To establish influence of employee engagement on the operational performance of county governments in Western Kenya.**

Issue 1: What in your opinion is the scope of your county employee engagement or commitment level in their job as motivated by the following

a) Work environment (explained)

They have excellent facilities with top management and poor at the bottom with ward administrators most disadvantaged.

K 003

b) Leadership support (explained)

The division is clear on political affiliation grounds and lack of good example from top leaders.

c) Team work/co-worker relationship (explained)

Employees seem to be divided equally on political and clan lining.

d) Reward management (equity and adequacy in pay)

Frequent pay strikes especially from the medical wing tells it all. Former local government employees absorbed are over-paid due to CBA, yet unqualified.

Issue 2: What is your general comment on overall level of employee engagement in your county?

I would say it is low as the subordinates seem not to enjoy the goodies of the executives.

Issue 3: Basing on your opinion of the county operational performance level, how will you relate to state of employee engagement?

The low operational performance may be influenced by low commitment due to the divided county leadership.

K003

Theme 3: **Moderation of employee's engagement on the relationship between employee procurement implementation and operational performance of the counties.**

In your review, does the commitment level of employee matter in the county?

Yes, It is the foundation of developing the county as proud owners of the county.

Any comment to improve the county operational performance?

Fix employee hiring to be professional and provide leadership free from corruption

Ending

Thank the key informant and reassure on confidentiality of the information.

OBSERVABLE AREAS	OBSERVED FEATURES
project initiated *roads, schools, health facilities, water and sanitation, youth projects*	
Project progress *Rate of development, material available, level of completion, project personnel*	
work environment *machine and equipment, working hours, supervision, co-worker relationship, staffing levels per office*	
office design *office space, open/closed design, ventilation, lighting,*	
Others *Customer relations*	

DOCUMENTS	
Personnel files *Qualification, experience, performance appraisal reports, discipline, pay, placement*	
Employee procurement policies and regulatory framework *Recruitment and selection policies, staff establishment, policy statements*	
Industrial relations correspondence *Collective bargaining agreement, strike notices, disputes industrial court proceeding, minutes of union meetings etc.*	
Union office *Minutes of union meeting, grievances, disputes, resolutions*	
The County Government Coordinating Summit and Council of Governors proceedings documents *Position papers, Summit agenda, Cabinet Secretary meetings, Summit Minutes, Status reports*	

APPENDIX VI: DATASET

recruit	selection	Induct	place	worken	leader	Teamwk	reward	perform	bselect	procure	engage	interract	institutionaltrust	proj_imple	professionalism	employ_prodcut	
x1 recruitment	x2 section	x3 induction training	x4 placement	x5 work environment	x6 leadership	x7 team work	x8 reward	x9 performance	y_transformed selection	y_procurement mean	y_mean engagement	y_interraction	w_institutional trust	w_project implementation	w_professionalism	w_employee prodcutivity	
3.25	2.75	3.33	3.2	3	2.75	3.25	2.75	3.31	2.75	3.13	2.94	9.2	3.33	3.33	3	3.33	
1.5	2	2	2.2	1.25	3.5	2	1.75	2.54	1.5	1.93	2.13	4.09	2	3.67	2.5	3.67	
1.5	1.5	1.33	2.4	2	1.75	2	1.75	1.54	2	1.68	1.88	3.16	1.67	1.33	1.67	2.33	
1.5	1.5	1.33	1.8	1.5	2	1.75	1.5	2.08	2	1.53	1.69	2.59	2.67	2	2	2.33	
1.75	2	1.67	2.2	1.5	2	2.25	1.5	2.15	2	1.9	1.81	3.45	2	2.33	2.33	1.67	
2.25	2.25	3	2.6	3	3.5	2.5	3.25	2.54	1.25	2.53	3.06	7.73	4	3	1.83	1.33	
2.5	3	2.33	2.6	2.75	2.5	2.5	3	2.31	2	2.61	2.69	7.01	2	2.67	2.5	2.33	
2.5	1.75	1	2	1	2	2	2.5	2.31	2.75	1.81	1.88	3.4	1.67	3	2.5	1.67	
2.5	3	3.33	4.2	2.75	3.25	2.75	2	2.46	2	3.26	2.69	8.76	2	2	2.5	4	
2.25	2.5	1.85	2.2	3	1.5	1.25	2.25	1.85	1.5	2.2	2	4.4	2.67	1.33	1.83	2	
1.75	2.25	2.15	2.8	2	3	2	1.75	2.15	1.75	2.24	2.19	4.9	2	2.33	2.33	2.33	
2.5	2.25	2.92	3.2	3	3.25	2.75	2.5	2.92	1.75	2.72	2.88	7.82	3.33	3	2.5	3.33	
3.25	3.25	2.54	2.8	2.75	3.5	3	2	2.54	2.25	2.96	2.81	8.32	3.33	2.33	2.5	2.67	

2.5	2.5	2.69	2.6	3.5	3	3	2.25	2.69	2.5	2.57	2.94	7.56	4	1.67	2.67	2.33	
1.25	1.25	2.08	1.8	1.5	1.75	1.5	1.75	2.08	2.25	1.59	1.63	2.59	1.33	2.33	2	3.33	
1.25	1.25	2.08	1.8	1.5	1.75	1.5	1.75	2.08	2.25	1.59	1.63	2.59	1.33	2.33	2	3.33	
1.25	1.25	3.77	2.8	3	3.75	2.5	2.5	3.77	2.25	2.27	2.94	6.66	3	2.67	4.67	3.67	
3	3	3.77	2.8	3.5	3.75	2.5	2.5	3.77	2	3.14	3.06	9.62	3	2.67	4.67	3.67	
2	1.75	2	2.2	2.75	3.25	2.75	1.5	2	1.75	1.99	2.56	5.09	2.33	1	2	3	
2.5	3.25	1.46	2	2.75	3.75	1.5	1.75	1.46	2.25	2.3	2.44	5.61	2	1	1.17	2.33	
2.75	3.25	3.23	3.4	4	3.25	3.5	3.5	3.23	2.25	3.16	3.56	11.25	4	2.67	3	3	
3	3	2.08	2.4	3.25	2.75	1.25	2.75	2.08	2	2.62	2.5	6.55	3.33	2.33	1.17	2	
2	1.75	2	2.4	1.5	1.75	1.5	1.75	2	1.75	2.04	1.63	3.31	1.33	1.67	2.17	3.67	
1.5	1.25	2	1.8	1.5	1.75	1.5	1.75	2	2.25	1.64	1.63	2.66	1.33	1.67	2.17	3.67	
2.5	3.5	2.38	3	2.25	2.75	2.5	3.25	2.38	3	2.85	2.69	7.65	2.33	1.33	3	2.67	
3	2.5	2	3	2	2	2	2.25	2	2	2.63	2.06	5.41	2.33	1.67	1.83	2.33	
4	3	2	2.6	1.5	2.5	2	2		2	2.9	2	5.8	2	1.67	2.17	2.33	
3.25	2.5	2.23	2.4	2.25	3	2	2	2.23	2	2.6	2.31	6	2.33	1.67	2.67	2.67	
2.75	3	2.08	2.4	3	1.5	3.5	2.25	2.08	2	2.56	2.56	6.55	2	2.67	2	1.67	
3.5	2.5	3.46	3.4	2.25	3.25	2.75	2.5	3.46	2	3.22	2.69	8.64	4.33	2.67	3.83	2.33	

2.5	3.75	1.69	2.8	2.5	2	1	1.25	1.69	2.75	2.69	1.69	4.53	1.33	1.33	2	3
4.5	2.75	2.77	2.6	1.75	3.25	1.75	2.25	2.77	1.75	3.15	2.25	7.1	2	2.33	3.33	3.33
4.5	2.75	2.85	2.6	1.75	3.25	1.75	2.25	2.85	1.75	3.17	2.25	7.14	2	2.67	3.33	3.67
1.25	1.75	1.77	2.6	3	3	1	2.25	1.77	2.25	1.84	2.31	4.26	2.67	2.33	1.17	1.33
2.5	2.25	2	2.2	1.5	1.25	1.75	3.25	2	1.25	2.24	1.94	4.34	1.67	1	2.83	2.33
3	3	1.92	2.4	2.5	1.75	1.75	2	1.92	2	2.58	2	5.16	2.67	1	2	2.67
2.5	2.25	2.62	2.4	2.75	2.25	2.75	1.75	2.62	1.75	2.44	2.38	5.8	2.67	3.33	2.33	3
2.25	2.75	2.08	2.6	1.5	2.75	1.5	2	2.08	1.75	2.42	1.94	4.69	1.33	2.67	1.83	3.67
3	2.75	2.46	2.4	2	3.75	1.5	3	2.46	1.75	2.65	2.56	6.8	2.33	2.33	2.5	3.67
4.25	3	2.31	3.6	2.75	3.5	2	2.75	2.31	2.5	3.29	2.75	9.05	1.67	2.33	2.67	3.33
2.75	3.5	2.08	2.6	2.75	2.75	1.5	3.25	2.08	2.5	2.73	2.56	7	2	1.67	2.17	3
2.25	2.5	1.85	2.6	2	1.5	1.5	1.5	1.85	1.5	2.3	1.63	3.74	1.33	1.67	1.83	3.67
3	3	2.46	3	3	2.5	2.25	3	2.46	2	2.87	2.69	7.7	2.33	3	2	3.33
1.5	2	2.54	2	2.25	2.25	1.5	2	2.54	3	2.01	2	4.02	1.67	2.33	2.67	3.67
2	2.25	1.92	2.6	2	2	2.25	2	1.92	1.75	2.19	2.06	4.52	1.67	1.33	2.33	2.67
2.5	1.5	1.62	2.4	1.5	1.25	2	1	1.62	2.5	2	1.44	2.88	1.33	2.33	1.33	2.67
1	3	1.85	2	2	1.75	2	1.5	1.85	2	1.96	1.81	3.56	1.67	1	2.33	2.33

2.25	3	2	2.8	3	1.75	1.5	1.5	2	2.5	2.51	1.94	4.87	1.67	1.67	2.33	2.67
2	3.5	2.23	2.8	2.5	1.75	2.25	1.5	2.23	3	2.63	2	5.27	1.67	1.67	2.83	2.67
2.5	3	1.92	2.8	2.5	1.75	2	2.25	1.92	3	2.56	2.13	5.43	2	1.67	2	2.67
1.75	2.5	2.31	3.6	3	3.5	3	2	2.31	3.5	2.54	2.88	7.3	1.67	1.33	2.67	3.67
2.75	3.25	1.54	2.8	2.75	2.25	2.5	2.25	1.54	2.75	2.58	2.44	6.3	1.67	1.33	1.67	2.33
1.75	3.25	1.69	3.2	2.5	2.5	2.25	2.25	1.69	2.75	2.47	2.38	5.87	2	1.33	1.67	3
2.5	2.75	2	3.2	3	2.25	2.25	2	2	3.25	2.61	2.38	6.2	2	2	2	2.67
2	2.5	2.23	3.2	2.5	2	2	2	2.23	3	2.48	2.13	5.28	2	1.67	2.17	3.67
2.75	3.25	1.92	2.4	2.5	2	2	2.5	1.92	2.75	2.58	2.25	5.81	2	1.67	2	2.67
3.5	3.75	2.15	2.2	2.75	1.75	2	1.75	2.15	3.25	2.9	2.06	5.98	2	1	2.5	3
2	2	2.08	2.4	3	1.75	2	2	2.08	2.5	2.12	2.19	4.64	2	1.33	2.67	2
1.75	1.25	2.38	2.4	1.5	2	2.5	3.25	2.38	2.25	1.95	2.31	4.5	1.67	1.67	2.83	3.67
3.75	4	2.23	2.6	2.5	3	1.5	2.25	2.23	4	3.15	2.31	7.27	3	1	2.5	2
4.25	3.75	2.46	2.2	2.5	2	1.75	2.25	2.46	2.75	3.17	2.13	6.73	2.67	1.67	2.67	2.67
1.75	3.5	2.54	2.8	2.75	2.25	2.25	1.5	2.54	2.5	2.65	2.19	5.79	2	2	2.67	3.67
2	2	2.15	1.8	2	2	1.5	2.25	2.15	2	1.99	1.94	3.85	2.67	1.33	2.33	2
2.5	3	2.62	3	3.25	3	2	2.75	2.62	3	2.78	2.75	7.64	3	3	2.17	3

2.5	2.75	2.54	2.8	1.75	1.25	2.25	1.75	2.54	1.75	2.65	1.75	4.63	3.67	2.67	2	2.67
1.75	2	1.85	2	2	1.75	2	2.75	1.85	2	1.9	2.13	4.04	2	1.33	2.17	2.33
2.5	2.75	2.08	2	1.5	1.5	2	2.25	2.08	3.75	2.33	1.81	4.23	3	1.33	2	2.67
2.25	3	1.38	1.6	2	2	1.25	1	1.38	2	2.06	1.56	3.22	2	1.33	1.17	2
2	2.25	2.31	2.8	1.5	2.5	3.5	2.5	2.31	1.25	2.34	2.5	5.85	1.67	2.67	2.5	2.67
2	3.25	2.08	1.2	1.5	2	2	1.75	2.08	2.25	2.13	1.81	3.86	1.33	2	2.67	2.67
2	2	2.38	2.2	1.5	2	1.75	2.5	2.38	1	2.15	1.94	4.16	1.67	1.33	3	3.33
1.5	1.5	1.54	1.6	1.75	1.5	1.75	1.5	1.54	2.5	1.53	1.63	2.49	1.33	1.33	1.5	2.67
1	3.25	3.08	4	3.5	4.75	3.75	2.5	3.08	3.75	2.83	3.63	10.27	2.67	3.67	2.83	2.67
2	4	2.69	2	1.5	2	2.5	2.5	2.69	3	2.67	2.13	5.68	3.33	3	2.33	2.33
1.25	3	2.62	2.4	1	1	2.5	2	2.62	3	2.32	1.63	3.76	4.67	2.67	1.67	1.67
2.5	2.5	2.15	2.8	2.25	3	2	1.5	2.15	2	2.49	2.19	5.44	2	1.67	2.5	2
1.5	1.25	1.92	1.6	1.75	1.75	1.5	1.5	1.92	2.25	1.57	1.63	2.55	2	2.33	1.83	2.33
1.5	1.75	1.69	1.4	2.5	1.5	1.5	1.75	1.69	2.25	1.59	1.81	2.87	2	2.33	1.33	2.33
1.5	1.25	1.92	1.6	2	1.5	1.5	1.25	1.92	2.25	1.57	1.56	2.45	2	2.67	1.67	2
1.25	1.5	2.77	2.4	2.5	3.25	2.5	2.75	2.77	2.5	1.98	2.75	5.44	2.33	3.33	2.33	4.33
3	1.25	2.33	2.2	2.75	2.75	1.5	2.75	2.08	2.25	2.2	2.44	5.35	2	2	2.17	2.67
1.75	2.2	2.67	2.6	1.75	2	1.25	1.7	1.46	1.25	2.32	1.69	3.91	1.67	1.33	1.33	2.

5							5									33		
2.25	2.5	2.33	2.6	2.25	1.75	2	1.5	1.38	1.5	2.42	1.88	4.54	1.67	2	1	2		
2	2.5	2	3	2.25	1.75	2	1.5	1.85	1.5	2.38	1.88	4.45	2.33	2	1.5	3		
2.25	2	2.33	2.8	2	1.5	2	1	1.77	1.5	2.35	1.63	3.81	2	2.33	1.5	1.67		
1.75	2	1.67	2.8	2	1.5	2.75	1.5	1.77	1.5	2.05	1.94	3.98	1.33	3	1.33	3		
2.25	2.5	1.67	3.4	2.5	1.25	1.75	1.75	2.08	1.5	2.45	1.81	4.45	2	2.67	2	2.33		
2.75	2.5	2.67	1.8	2.25	1.75	1.75	2.25	1.92	3	2.43	2	4.86	1.67	1.67	2.17	2.67		
2.5	3	3	1.6	2.5	1.5	2	1.75	2.46	3.5	2.53	1.94	4.89	1.33	1.33	3.5	3.33		
1.75	2.25	2	2.4	2.5	1.25	1.5	1.5	1.62	1.75	2.1	1.69	3.54	1.33	2.67	1.33	2.67		
1.5	1.85	1.33	3.6	2.25	1.5	1.5	2.5	1.85	1.75	2.07	1.94	4.01	1.33	2.67	1.67	2.67		
2.75	2.69	2.33	2	2.5	2.5	3.25	3	2.69	2.5	2.44	2.81	6.87	2.33	2	3.17	3		
2.5	2.69	3.33	2.6	3	2.5	2	2	2.69	2.25	2.78	2.38	6.61	3.33	2	2.5	2.67		
2.25	2.31	2.33	2.6	2.5	2.25	1.75	2.25	2.31	2.5	2.37	2.19	5.19	3.67	2	2	2		
2.5	2.31	4	2	2.25	3	2.75	3.75	2.31	2.5	2.7	2.94	7.94	2	2.33	2.5	3.33		
2.75	2.77	2.33	2.2	2.5	2.25	2.75	1.25	2.77	2.5	2.51	2.19	5.5	2	3.33	3.17	3		
1.5	2.77	4	3.2	2.5	3.5	2.5	3	2.77	2	2.87	2.88	8.24	3.67	2.67	2.17	3.67		
1.75	1.92	4.33	2.2	1.5	2.75	1.5	2	1.92	3	2.55	1.94	4.94	1.33	1	2.33	3		
2.75	2.69	2.67	3	2.25	2.25	2	2.25	2.69	2.5	2.78	2.19	6.08	2.67	1.67	2.83	3.33		
2.25	2.5	2.33	2	1.75	3	1.75	2	2.54	3.5	2.28	2.13	4.85	2	3	2.5	3.		

	4																67		
2.5	2.15	3	2.8	2	2.5	2.25	3	2.15	3.25	2.61	2.44	6.37	2.33	2	2.17	2.67		
2.75	2.31	2.33	2.8	2	2.5	2	2	2.31	3.25	2.55	2.13	5.41	2.67	2.33	2.33	2		
3.25	2.54	2.33	2.2	2.25	3.25	2.5	4.25	2.54	3	2.58	3.06	7.9	2.67	2	2.67	2.67		
2.25	1.54	2.33	3.4	1.5	1.25	2	2	1.54	1.25	2.38	1.69	4.02	1.67	1.33	1.5	2.33		
1.75	1.77	2.33	3.4	1.25	1.5	1.75	2	1.77	1.25	2.31	1.63	3.76	2	1	2	2.33		
2	1.62	3	3.2	1.5	1.25	1	2	1.62	1.25	2.45	1.44	3.53	1.33	1.33	1.67	3		
1	1.54	2	2.8	1.5	1.25	2	2.5	1.54	1.25	1.83	1.81	3.33	1.33	1	2	2		
3	1.38	2	2.8	1.5	1.5	1.75	2.25	1.38	1	2.3	1.75	4.02	1.33	1.33	1.33	3		
2.5	1.54	3.33	3	1.25	1.75	1.75	2	1.54	1.75	2.59	1.69	4.38	1	1.33	1.83	2.67		
2.25	1.38	1.67	3.2	1.5	1.5	1.5	2	1.38	2	2.13	1.63	3.45	1.33	1	1.67	2		
2.25	1.23	2.67	2.6	1.5	1.25	1.5	2.25	1.23	1.25	2.19	1.63	3.55	1.33	1	1.33	2.33		
3	2.85	2.67	2.8	3.5	3	2.5	3.25	2.85	3	2.83	3.06	8.66	3.33	2.67	2.33	2.33		
2	2	3.33	2	2	2	2.25	1.75	2	3.5	2.33	2	4.67	2	2	2	2.67		
2.5	2.23	3	2.2	2	2	2	1.75	2.23	2.5	2.48	1.94	4.81	2	2	2.17	3.33		
2	2.15	3.33	2.4	2	2	1.75	1.75	2.15	3	2.47	1.88	4.63	1.67	2	2.17	3.33		
2	1.92	3.33	2	2	1.25	2	1.75	1.92	2.25	2.31	1.75	4.05	1.67	1.67	1.83	3		

2.5	1.85	2.67	2.2	1.75	1.75	1.75	1.25	1.85	3.5	2.3	1.63	3.74	1.33	2	1.67	3		
1.75	1.85	2.67	2.4	3	1.5	2.75	2.5	1.85	3	2.17	2.44	5.28	1.33	1.67	1.83	3.33		
2.5	1.92	2.67	2.6	2.75	1.75	2	1.75	1.92	3	2.42	2.06	5	1.33	2	1.83	3.67		
1.75	2	2.67	2.6	3	2	2.5	2	2	3	2.25	2.38	5.35	2	1.67	1.83	3		
1.5	1.85	1.33	2	2.75	1.5	1.75	1.25	1.85	2.25	1.67	1.81	3.03	1.33	2	2	2.67		
1.75	2.85	2.67	2.8	3	4	3.25	2.5	2.85	2.75	2.52	3.19	8.02	2.67	2.33	2.83	4.67		
2.5	2.23	2.67	3.2	2	3	1.5	2.5	2.23	2	2.65	2.25	5.96	3.33	2.67	1.5	2		
2.5	1.92	2.33	2.2	2.75	1.75	1.5	3.5	1.92	2.75	2.24	2.38	5.32	3	1.67	1.67	1.67		
1.75	2.23	3.67	2.2	2.5	1.75	1.75	2.25	2.23	3	2.46	2.06	5.08	2.33	3.33	1.83	3		
3.25	1.38	1.33	1.4	1.25	1.5	1.5	1.5	1.38	3.25	1.84	1.44	2.65	1.33	1.33	1.5	2.33		
1.5	1.54	1.33	1.6	1.25	1.5	1.75	1.5	1.54	2	1.49	1.5	2.24	1.67	1.33	1.5	2.67		
1.5	1.92	1.67	1.4	1.5	1.5	2	1.75	1.92	2.5	1.62	1.69	2.74	1.67	1.67	2.17	3		
2	1.85	3	2	1.5	1.5	1.75	1.5	1.85	3.25	2.21	1.56	3.46	1.33	2	2	2.67		
1.75	1.69	2.67	2.6	1.5	1.5	1.75	1.5	1.69	2	2.18	1.56	3.4	1.33	2	1.67	2.67		
1.5	1.69	2.67	2.6	2	1.5	1.75	2	1.69	2.5	2.11	1.81	3.83	1.33	2	1.67	2.67		
1.5	1.77	3.67	2	1.75	1.75	1.75	1.75	1.77	3	2.23	1.75	3.91	1.67	1.33	2	2.67		
2.25	1.92	1.33	2.2	1.5	2.25	1.75	2	1.92	1.75	1.93	1.88	3.61	1.33	1.67	2.5	2		

2.25	2.15	2	2.4	1.5	2	2	1.5	2.15	1.5	2.2	1.75	3.85	2	1.67	2.17	3.33		
2.25	1.92	2.33	3.2	1.75	1.75	1.5	2.5	1.92	1.75	2.43	1.88	4.55	2.67	1.33	1.83	1.33		
3	1.77	2	1.8	1.5	2.25	2	1.75	1.77	2	2.14	1.88	4.02	2	1.33	1.83	2.33		
2.25	2.38	3	1.6	2.25	2	2	3	2.38	2.5	2.31	2.31	5.34	1.33	3.67	2.33	3.67		
2.75	2.23	2	3	2	2	2.75	2	2.23	2.25	2.5	2.19	5.46	2.33	2	2.5	1.67		
2.75	2.54	2.33	2.6	2.75	2.75	2	3.5	2.54	3	2.56	2.75	7.03	1.67	2.67	2.67	4		
3	2.15	2.33	2.8	2	1.5	1.5	2.75	2.15	2.25	2.57	1.94	4.98	1.67	2.67	2.17	3.33		
2	1.54	2.67	2.4	2.75	1.75	1.75	1.5	1.54	3	2.15	1.94	4.17	1.67	1.67	1.5	2.33		
1.75	1.85	4	2.4	1.75	1.75	1.5	1.25	1.85	2.75	2.5	1.56	3.9	1.67	2	1.83	3		
2	2	3.33	2	2.75	1.75	1.75	1.5	2	3	2.33	1.94	4.52	1.67	1.67	2.33	2.67		
2.5	2.31	2	2.4	1.75	2.25	1.5	2.25	2.31	2	2.3	1.94	4.46	2.67	2.33	2	3		
3	2.15	2.67	2.6	2	1.5	1.5	2.75	2.15	2.25	2.61	1.94	5.05	2.33	1.67	2.5	2.33		
2.5	2.08	2.33	2.2	2.75	1.75	1.5	3.25	2.08	2.75	2.28	2.31	5.27	3	1.67	1.83	2		
2.5	2.31	3.33	3	2.25	3.5	1.5	2.5	2.31	2.25	2.79	2.44	6.79	2.33	3.33	1.5	4		
3.75	2.46	3.67	2	2.5	1.75	3.25	2	2.46	3.25	2.97	2.38	7.05	2.67	1.67	2.83	3		
2.75	2.38	4.33	2.4	3	2.25	2.75	2.25	2.38	1.75	2.97	2.56	7.6	3	3	1.5	3		
3	2.77	2.67	2.2	2.5	2.5	2.25	2	2.77	3.75	2.66	2.31	6.15	2.67	3.67	2.67	2.33		

2.5	3.75	1.33	2.8	3.25	3	1.5	2.5	3	3.25	2.6	2.56	6.65	3.33	3.33	2.33	4.67
3	3.25	3.33	2.6	2	3	2.25	3	2.46	3.75	3.05	2.56	7.8	2.33	1.67	2.5	3
3.25	2	3	3.4	3.25	2.75	2	1.5	2.62	3	2.91	2.38	6.92	2.67	1.67	2.67	3.67
3	2.5	2.67	3.2	4	2.75	3.25	2.75	2.62	1.5	2.84	3.19	9.06	3	3.67	2	3.67
3	4.5	2	2.4	1.75	2.25	2.5	1.75	2.23	3.5	2.98	2.06	6.14	3	1.33	2.33	2
3.25	3.25	2.67	2.6	2	1.5	1.5	2.75	2	2.25	2.94	1.94	5.7	2	1.33	2.5	2.33
3	2.25	1.33	1.4	1.5	1.5	1.75	1.5	1.92	1.25	2	1.56	3.12	1.67	1.33	2.33	2.33
2.75	2.5	2.67	2.4	2.25	2.75	2.5	2.75	2.77	3	2.58	2.56	6.61	2.33	2.33	2.83	3.33
3	2	2	2.2	2.75	2	2.25	3.5	2.31	2	2.3	2.63	6.04	3	2	2.17	2.33
3	4.5	2	2.4	1.75	2	2.5	1.75	2.15	3.5	2.98	2	5.95	3	1.33	2.17	2
3.5	4.25	3	2.6	1.5	1.75	1.75	2	1.92	3.25	3.34	1.75	5.84	1.33	1.67	2.33	2.67
1.5	1.25	1.33	1.8	1.75	1.75	2.75	1.25	2	2.25	1.47	1.88	2.76	1.67	1.67	2	3.67
2.75	2.5	1.33	1.8	2	2	1.5	1.75	1.62	1.5	2.1	1.81	3.8	1.67	1.67	1.5	2.67
4	3	1.33	1.8	1.5	1.5	2	1.5	1.69	2.5	2.53	1.63	4.12	2	1.33	1.83	2.33
1.5	3	1.33	1.4	1.25	2	1.5	2	1.69	4	1.81	1.69	3.05	2	1.67	1.5	2.33

APPENDIX VII
EMPLOYEE PROCUREMENT

Recruitment	M	STD
There is recruitment message/advert for all County positions.	2.06	1.1
Information for recruitment position in counties are appealing for quality candidates.	2.41	1.1
From adverts, county government appears choice organization for employment.	2.63	1.2
The advertising message for county jobs are clear on the right qualities for persons fitting in advertised positions	2.35	1.2
Overall mean	2.36	0.7
Selection	**M**	**STD**
Interviews elicit Comprehensive information from the applicants	2.28	1.1
There is effort on the part of the panel to Match attributes of applicants to the job	2.41	1.4
Job candidates are given professional treatment in selection	2.45	1.2
In my opinion, the panel composition for jobs in counties are fair	3.68	1.1
Overall mean	2.75	0.6
Statements on induction training	**Mean**	**Std**
New staff are introduced to available facilities in their County areas of service	2.43	1.2
New employee Training cover all aspects for the job and county policies	2.02	1.1
There is support from seniors and colleagues for new employees	2.81	1.3
Overall mean	2.37	0.7
Statements on placement	**M**	**STD**
Employees are placed on the job station according to the requirements of the job. (Jobs not tailored to specific persons)	2.84	1.4
The positions are offered to the person according to their qualification. They are neither higher nor lower than their qualification	1.84	0.8
Employees are conversant with the working conditions prevailing in their area of posting and the penalties if they commits the wrong	1.94	0.8
Placement is ready before the joining date of the newly selected person.	2.49	1.1
Settlement in the new work stations is usually first	2.96	1.2
Overall mean	2.47	0.5

APPENDIX IIX
EMPLOYEE ENGAGEMENT

work environment	M	STD
There is adequate office space, machines/equipment and other facilitations for adequate employee service delivery.	2.30	1.2
Employees are adequately facilitated for job requirements to serve to customer satisfaction	2.50	1.4
County jobs are interesting and fun to serve.	1.93	.8
County employees are coordinated as a team in service delivery.	2.12	.9
Overall mean	2.21	.6
Statements on leadership as Employee procurement implementation	**M**	**STD**
County leaders display a high degree of self-awareness	2.16	0.9
There is balanced processing of information from leaders leading to unity of direction	2.19	1.0
Our leaders live by examples of morality and ethics	2.32	1.1
All employees are involved in decisions and there is instant feedback for their contributions.	2.13	1.2
Overall mean and standard deviation	2.20	0.7
Statements on team work and co-worker relationship	M	STD
We often discuss and resolve work issues together	1.81	0.8
Am particularly trusting my workmates on my job confidential	2.02	0.9
I can act outside the work procedures to solve unique problems and get approval for problems solved.	2.08	0.9
I can count on my co-worker for my duty when am a way	2.21	0.9
Overall mean	2.03	0.5
Statements on reward management	**M**	**STD**
We are not likely to go on strike on salary issues	2.14	1.1
We are well catered for allowances and benefits in our employment	2.12	1.1
We are facilitated for work trips and necessary benchmarking	2.14	1.2
Our establishment provide for holidays to create good quality of work life	2.15	1.0
Overall mean	2.13	0.6
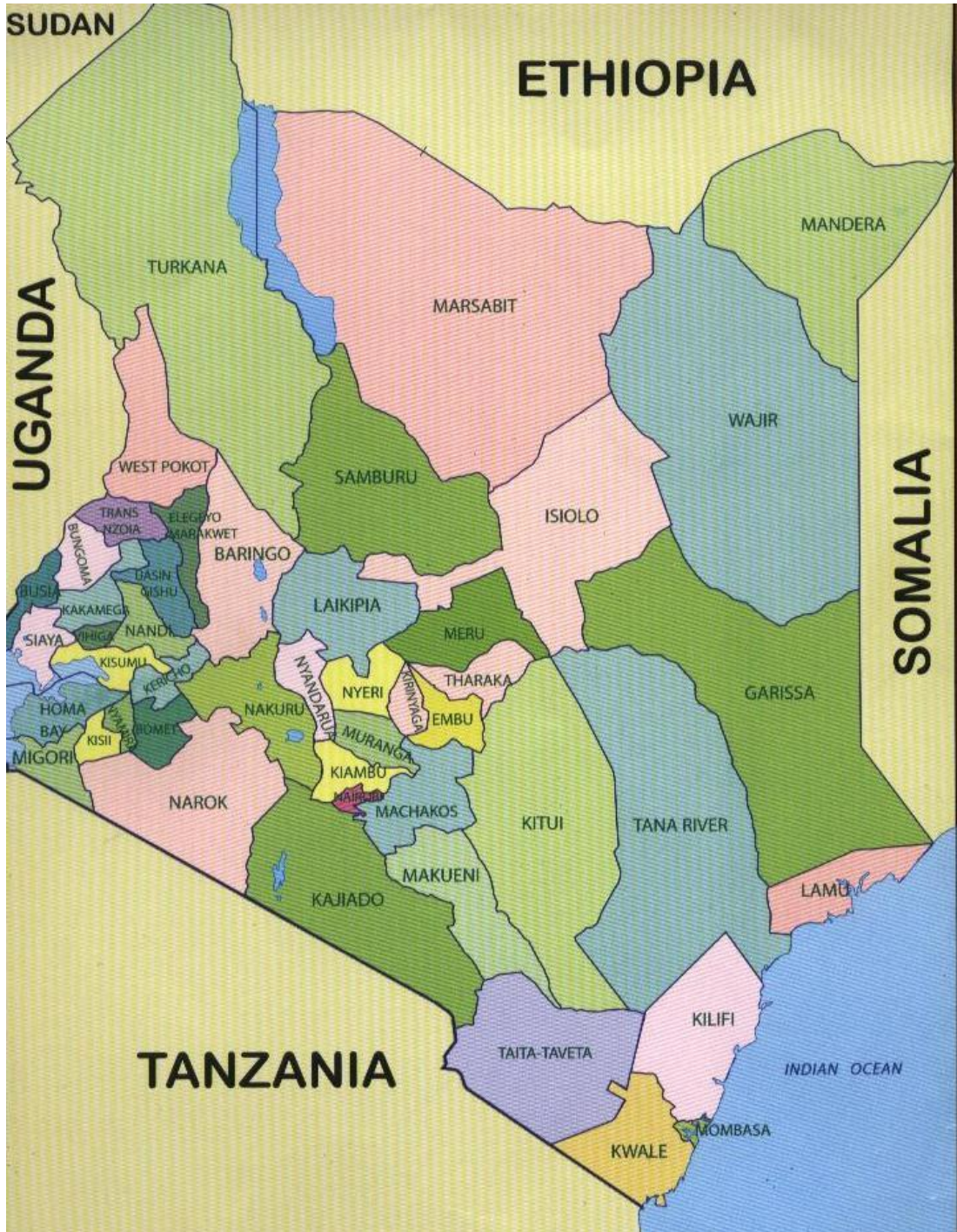
APPENDIX XII: WESTERN KENYA COUNTIES MAP

Source: Google map

APPENDIX XIII: AUTHORITY TO COLLECT DATA

MASENO UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Office of the Dean

Our Ref: PHD/BE/000156/2013

Private Bag, MASENO, KENYA
Tel:(057)351 22/351008/351011
FAX: 254-057-351153/351221
Email: sgs@maseno.ac.ke

Date: 31th July, 2017

TO WHOM IT MAY CONCERN

RE: PROPOSAL APPROVAL FOR AKETCH JOSIAH ROMAN— PHD/BE/000156/2013

The above named is registered in the Doctor of Philosophy in Business Administration Programme of the School of Business and Economics, Maseno University. This is to confirm that his research proposal titled **"Moderating influence of employee engagement on the relationship between employee procurement and operational performance of Counties in Western Kenya"** has been approved for conduct of research subject to obtaining all other permissions/clearances that may be required beforehand.

Prof. J.O. Agure
DEAN, SCHOOL OF GRADUATE STUDIES

Maseno University   *ISO 9001:2008 Certified*

APPENDIX XVI:

NATIONAL COMMISSION OF SCIENCE AND TECHNOLOGY
PERMIT

THIS IS TO CERTIFY THAT :
JOSIA ROMAN AKETCH OF MASENO
UNIVERSITY, PRIVATE BAG, MASENO,
has been permitted to conduct research in
Western Counties

Moderating influence of employee engage-
ment on relationship between employee
procurement and operational performance
of counties in Western Kenya

For the period ending 31st Aug
2017

....
**Applicant's
Signature**

Permit No : I   NACOSTI/P/17/2161/3114
Date Of Issue : 30th 1 St Aug 2016
Fee Recieved :Ksh 1,000

....
Secretary
National Commission for Science,
Technology & Innovation

CONDITIONS

1. You must report to the County Commissioner and
   the County Education Officer of the area before
   embarking on your research. Failure to do that
   may lead to the cancellation of your permit
2. Government Officers will not be interviewed
   without prior appointment.
3. No questionnaire will be used unless it has been
   approved.
4. Excavation, filming and collection of biological
   specimens are subject to further permission from
   the relevant Government Ministries.
5. You are required to submit at least two(2) hard
   copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to
   modify the conditions of this permit including
   its cancellation without notice.

REPUBLIC OF KENYA

NACOSTI
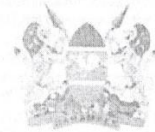
**National Commission for Science,
Technology and Innovation**

**RESEARCH CLEARANCE
PERMIT**

Serial No. A 3409

CONDITIONS: see back page

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