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Original Article

## Effects of Candidate Selection on Service Delivery in County Governments in Kenya: A Case of Kericho County, Kenya

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**Date Published: ABSTRACT**

*15 Jun 2022* Devolved governance was supposed to bring services to the local level and raise the living standards of Kenyans. The objectives of devolution are outlined

**Keywords:** in Chapter 11 Article 174 of the Kenyan Constitution, which include recognizing Kenya's diversity, fostering national unity, ensuring democracy and transparency, fostering economic and social growth, and finally equitable resource allocation. However, this has not been accomplished because Kenya's county governments are characterized by poor planning, mismanagement and misappropriation of funds, and inefficient and ineffective service delivery. This study sought to examine effects of candidate selection on service delivery in County Government of Kericho. The study used descriptive research design. The study population consisted of 2,984 Kericho County Government Employees. Purposive sampling was employed to choose 139 staff in 13 departments in County Government of Kericho. The researcher utilized primary and secondary data. Semi-structured questionnaires were deployed to obtain primary data. Moreover, to enhance and test reliability and validity of selected research tools, pilot test was done. Thematic analysis was utilized to help analyse all qualitative research data, then results were displayed inform of a narrative. Additionally, inferential, and also descriptive statistics was utilized to analyse quantitative research data with the help of SPSS. Moreover, descriptive statistics composed of frequency distribution, percentages, mean and standard deviation. Additionally, inferential statistics included correlation as well as regression analysis. Tables were used to present the results. The study found that candidate selection has a significant positive influence on the service delivery in Kericho County Government. This study recommends that Kericho County Government ought to conduct proper job analysis by tracking

*Candidate Selection,  
Service Delivery*

the employees' duties and the duration of each task, observing the employee perform his or her job, interviewing the employee, managers and others who interact with the employee, and comparing the job to other jobs in the same department and job grade or job family.

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## INTRODUCTION

Service delivery entails interactions with government officials in which citizens, inhabitants, or businesses look or even give information, manage their affairs, or carry out the obligations given to them. The state plays a critical role in wide range of public services delivery, including justice and defence, as well as services for individuals and private businesses (Jones et al., 2016). Organizational services which include the distribution of licenses and giving out permits are governed by administrative activities, in addition to the traditional services offered to the public such as education and health care services. These services need be delivered in an efficient, friendly, and reliable way to customers. However, the delivery of services in local and county governments considerably depends on skills and competence of the staff.

One of the factors influencing the company's efficiency in accomplishing its objectives of improved productivity, effectiveness, and production, is the quality of its employees. Selection of qualified and motivated applicants is one of the

important ways to ensure high level of success in any company. A well-articulated selection for skilled personnel will result in increased productivity, heightened morale, reduced supervision as well as increased efficiency in delivery of services (Nayak & Samanta, 2014).

Ashraf and Caldwell (2017) indicate that besides the recruitment procedure being the most integral component in the selection of right candidates, most human resource managers in the public sector organizations, in Pakistan, do not make the right job descriptions and staff duties are not in line with job description, which eventually influences performance. In addition, Ikwesi (2010) argues that general ineffectiveness and inefficiency in productivity of public service in Africa may be as a result of insufficient election and recruitment procedures in workers employment and lack of clear human resource objectives. In Nigeria, Ekwoaba et al. (2015) suggested that selection and recruitment criteria influence organization's performance significantly and the higher the organization's performance, the more objective the recruiting as well as selection criteria are. In Kenya, Onchari et al. (2014) argued that one of the main reasons for

poor services delivery was inappropriate candidate selection procedures and strategies employed.

Candidate selection is the culmination of the 360-degree recruitment process and is a result of arriving at the smart decision on whether a candidate has the right experience-knowledge-expertise score based on job-requirements. Candidate selection is thus about filling a vacancy with the right candidate using objective techniques and measurement tools to gauge their fit within the organization, their projected success in the role, and their growth path within the system. The selection process provides the framework to move candidates through the hiring process to evaluate and find the best candidates for a job. Candidate selection encompasses job analysis, job description, and job specifications (Ekwoaba et al., 2015). Job analysis is a systematic process of collecting the information on nature of a job, qualities and qualifications required to a job, physical and mental capabilities required to a job, duties and responsibilities, physical and mental effort required to perform a job, necessary skills required to perform a job, working conditions and environment for a job (Ghosh, 2021). A job description is a written narrative that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionary to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, information about the equipment, tools and work aids used, working conditions, physical demands, and a salary range (Frost, 2019). A job specification is the list of recommended qualities for a person to qualify for and succeed in a position. While the job description includes the title position, responsibilities, and summary, the specification identifies the skills, traits, education, and experience a candidate might need to qualify for that job.

Devolved governance was supposed to bring resources to the local level and raise Kenyan citizens' living standards. The goals of devolution are outlined in Kenya's 2010 Constitution, article 174 chapter 11, which include recognizing diversity in Kenya, promoting democracy, national unity, and transparency, fostering economic and social growth, and lastly having equitable resource allocation (Ashraf & Caldwell, 2017). Unfortunately, it has not been achieved as county governments in Kenya are

characterized by poor planning, mismanagement, and misappropriation of funds and inefficient and ineffective service delivery. According to Kaingu (2018), human resource is the most significant asset in service delivery and hence their selection is of paramount importance to an organization.

The 2018 Audit report indicates that the County government of Kericho only managed to collect 75% of the projected revenues in the year 2018. Further, in the financial year 2017/2018, there were unexplained variances in use of goods amounting to Ksh. 14 million, unexplained variances in acquisition of assets amounting to Ksh. 22 million, and overstatement of pending bills by Ksh. 32 million (Office of the Auditor General, 2018). Despite the presence of devolved funds, according to Koech (2016), internal inefficiencies in management have prevented them from achieving desired results. According to Ngigi and Busolo (2019), inadequacy of competent and skilled staff is one of the challenges facing counties leading to mismanagement and misappropriation of funds as well as poor service delivery. Additionally, Cherotich (2018) found that levels of accountability, transparency, and fairness in Kericho County were rated as low while effectiveness and efficiency of service delivery were rated as moderate. The auditor general's report also indicated that the County government of Kericho lack approved staff contrary to Section B5 (2) of County Public Service HR Manual requirements (Ghosh, 2021). Candidate selection is not based on any structure and hence the criteria used to evaluate and select staff could not be confirmed.

Studies conducted in Kenya in relation to candidate selection and service delivery have been limited to specific counties and others do not show how candidate selection influences service delivery. For instance, Kepha et al. (2012) looked at the impact of recruitment and selection on employee performance in Kenya research institutes; and Koech (2016) studied the diverse factors influencing recruitment and selection of staff in former county councils in Kericho County. Nonetheless, these studies did not show how candidate selection affects service delivery. Therefore, this study sought to examine the effect of candidate selection on service delivery in County Government of Kericho, Kenya.

## LITERATURE REVIEW

### Service Delivery

Muthui (2016) examined the factors influencing service delivery in Kitui county government. The research used descriptive research approach and targeted residents of Matinyani ward in Kitui County. Sample size was preferred by employing a simple random sampling method and the data was collected via questionnaires. The study measured service delivery using efficiency in delivery of services, effective resources' utilization, and revenue collection. The results indicated that public participation, accountability, and resource mobilization have an impact on service delivery level in county Governments. However, the research was conducted in the county government of Kitui and different Counties in Kenya have different economic activities and hence different expectations in service delivery.

In Kenya, Wangari (2014) examined the factors affecting citizens' satisfaction in delivery of services in Murang'a County. The study utilized descriptive survey design as well as purposive sampling in selection of the sample size. Moreover, the study adopted interviews and also questionnaires in collection of primary data. The studies measured customer service using accountability, revenue collection, and transparency. The results indicated that the level of accountability, financial decentralization, and public participation influenced service delivery in Murang'a County. Nonetheless, independent variables in this study were accountability, revenue collection, and transparency, which are different from recruitment procedures.

In Kakamega County, Kalava (2016) examined the influence of service delivery in county government. Study population was 406 staff working in Kakamega County and adopted a non-probability sampling method in selection of the 216 staff. Moreover, interviews and questionnaires were used in collection of data. Results indicated that information and communication technology, financial resources, and organizational culture influences service delivery in Kakamega County significantly. Having been undertaken in Kakamega County, the results cannot be applied to Kericho

County due to disparities in economic activities and expectations of service delivery.

Kiambati (2020) assessed the transparency impact levels in county delivery of services in Kenya. The study utilized a mixed method approach that was characterized by utilization of in-depth interviews and survey questionnaires. The results discovered that transparency levels had significant influence on delivery of services in Kenya. In addition, information sharing, public participation and management had an effect on improvement of service delivery. However, population of this study was Members of County Assembly, Speakers of County Assemblies, deputy clerks in County Assemblies, members of County Executive Committee, and County Secretaries who cannot provide accurate information on service delivery as compared to the staff working in various departments in the County governments.

### Candidate Selection and Service Delivery

Ekwoaba et al. (2015) conducted research on the influence of recruitment and selection requirements on organizational performance. The data for this study was collected using questionnaires and a survey research approach. Population of the study included Fidelity Bank PLC's six key business divisions in Lagos State. Top, middle, and lower-level employees in the bank's marketing and operations departments were among the respondents targeted in this study. The results discovered that candidate selection and organizations' performance have positive significant correlation. The study found that recruitment and selection is a serious business in any company since organization's effectiveness or efficiency in delivery of services is influenced by quality of its staff who are recruited via selection and recruitment exercises. However, the research was conducted in private sector specifically the commercial banks, however the researcher in this study focused on the public sector and specifically Kericho County government.

In Pakistan, Ashraf and Caldwell (2017) investigated the link between public sector selection and recruitment. Via questionnaires as well as brief interviews, researchers gathered data from 144 individuals. The study discovered that public

sector's recruiting process is faulty, owing to inadequate job analysis. Moreover, they do not create clear descriptions concerning the job and staff's duties do not correspond to job description, which has an effect on the public sector organizations' performance. However, the researcher focused on Pakistan and hence results cannot be applied to other countries like Kenya because of disparity in the labour laws and recruitment policies.

In Ghana, Scientific et al. (2018) carried out research on the influence of employment as well as appointment exercise in public higher learning institutions. Additionally, descriptive survey as well as quantitative research methodology were utilized during the study. Questionnaires were deployed to gather information from 128 individuals. The sample was drawn from target population by employing simple and stratified random sampling methods. Results of the study showed that public sector institutions of higher education depend on recommendation as their primary mode of recruitment; the two key problems with higher learning institutions selection and recruitment practices were the identification of vacancies and feedback delay after interviews. However, this study was conducted among public higher learning institutions in Ghana and hence its findings are not usable in other institutions like County governments.

In Palestinian Public Ministries, Al-Habil (2017) focused on political based candidate selection dimensions of national governmental services. Moreover, questionnaires were disseminated among public employees. The study found a positive significant influence of candidate selection and service delivery. The findings revealed that autonomy and legitimacy in delivering governmental services have direct impact on the efficiency of those services. Nonetheless, the study was conducted among Palestinian Public Ministries in the national government, but the focus of this study was on County governments.

In Tanzania, Karia *et al.* (2016) conducted a study on the impact of selection and recruitment on the performance of the public water facilities. Descriptive and correlation research designs were employed. A total of 417 staff were chosen as the

sample size. The findings found statistically significant connection between selection and recruitment and public water facilities' performance. The study revealed that performance is influenced through short listing and preliminary screening and interviewing. However, the study was carried out in public water facilities in Tanzania, whose vision, objectives and mission vary from those of County governments.

Sunday et al. (2017) conducted research on how recruitment and selection affect organizational efficiency. Using a questionnaire, the researchers collected data from twenty (20) Access Bank employees at the Odogunyan branch. The findings revealed that advertising job position, the use of recruitment agents, and referrals of the employees are the most common methods for hiring new workers. Despite the fact that the approach used in the recruiting and selection process was very successful and helped increase employee performance, the study discovered that the selection and recruitment processes are frequently fraught with difficulties. Nonetheless, organizational efficiency was the dependent variables which differ from service delivery in County governments.

A study by Kepha et al. (2012) looked at the impact of recruitment and selection on employee performance in Kenya research institutes. The null hypothesis was that performance of employee in Kenyan research institutes is not impacted by recruitment and selection. The study used descriptive and correlation research designs, with participants coming from government-owned research institutes established under Science and Technology Act. Target population was drawn from Nairobi County's and surrounding areas' research institutes. The sample size was 256 workers, and the researcher used a stratified sampling methodology. The study discovered a connection between candidate selection and organizational performance. Nevertheless, the predictable variable was performance of the employees in Kenyan research institutes, which is different from service delivery in County governments.



## THEORETICAL FRAMEWORK

### Human Capital Theory

The study was anchored on Human Capital Theory (HCT). Theodore Schultz proposed HCT in (1961). The theory was then developed in (1964) by Gary Becker and Jacob Mincer. The theory holds that through proper recruitment procedures, the employee productivity improves hence improving service delivery since the training process instils the relevant skills for the job performance to the working staff. This enables the employees to have a better income in the future all over their lifetime (Suthar et al., 2014). Further, the theory argues that spending on candidate selection should be categorized as investment since it is very costly and targets for increased future income of the workers. The difference in wages in regard to employee occupation is explained in the human capital theory. In a production process, human capital is selected on the basis of knowledge, availability, experience as well as abilities. The theory holds that business is influenced by individuals' level of education, previous experience, as well as training area (Safdar, 2010).

HCT assumes that investment in personnel can be determined using mathematics based on their economic value and how they influence the society (Igbokwe-Ibeto, 2014). The theory also assumes that human capital is divided into social, cultural, economic, and symbolic capital. Also, it assumes that employees can improve their abilities to acquire knowledge and create greater incomes through education, job training, and marketable talents (Suthar et al., 2014). Human capital has an intrinsic value that is not necessarily measurable, whereas economic capital may be determined by its ability to provide wages. Although storage of Human capital is possible, however, cannot be completely utilized every time, making regular observation and research challenging.

Human capital theory will be used to evaluate the impact of candidate selection as a component of recruitment procedures adopted by county governments in Kenya on service delivery. The theory argues that through proper candidate selection procedure such as job analysis, job description and job specifications the employee productivity improves hence improving service delivery since the training process instils the relevant skills for job performance to the working staff.

### RESEARCH METHODOLOGY

Kericho's Public Service Board is responsible for the recruitment as well as selection of staff in the County. The board is guided by the Constitution Chapter 13. The mission of the board is to recruit, nurture, retain and develop an effective county public service that conforms to principles and values of good governance. According to Kericho's Public Service Board (2020), recruitment procedure in the County encompasses job analysis, short listing, and selection of staff. The recruitment process involves preparing the job description that is determining the responsibilities and duties of the job. The job vacancies are advertised on the newspaper and the county website. The candidates are then selected to work in the County government.

Descriptive research design was utilized in this research. Descriptive research was adopted since it facilitates combination of quantitative as well as qualitative research methods, which provides holistic knowledge of research study. The study population was all staff working in Kericho County Government. Kericho's Public Service Board (2020) suggests that there are 2,984 staff working in the County Government of Kericho. Therefore, the target population was 2,984 staff working in the County Government of Kericho. The research used purposive sampling method to pick 139 staff working in 13 departments in the County Government of Kericho.

**Table 1: Sample Size**

<b>Department</b>	<b>Target Population</b>
Health Services	12
Administration	12
Roads, Public Works, and Infrastructure	10
Finance and Economic Planning	14
Lands, Housing and Physical Planning	15
Public Service Management	10
Agriculture, Livestock and Fisheries	11
Trade, Cooperative and Wildlife	10
Education, Social Services, Youth and Culture	10
IT and E-Government	8
Water, Environment and Natural Resources	12
Public Service Board	7
Municipal Board	8
<b>Total</b>	<b>139</b>

Primary as well as secondary data were used in this research study. Secondary data was obtained from Kericho County Government's website. Additionally, primary data was obtained by use of semi-structured questionnaires. Semi-structured questionnaire contains questions that are both unstructured as well as structured. The structured questions in this study included Likert scale as well as a nominal scale. To obtain data on dependent and independent study variables, researcher used 5-point Likert scale. Unstructured questions result in greater cognitive load since respondents must think to come up with a response. A pilot test was conducted with a pilot group of 14 participants (10 percent of sample size) in Nakuru County to assess the validity and reliability of the research instrument.

Semi structured questionnaire yields quantitative and also qualitative data. Qualitative data was obtained from the key informant interview. To analyse qualitative data, the research used content analysis method which is a research technique for identifying patterns and themes in the data. The researcher can measure and analyse the existence of certain terms, the relationships and meaning of concepts and themes in the research data, by employing content analysis. Qualitative results were given in narrative form. In order to analyse quantitative data, descriptive and inferential statistics were used in this study. Descriptive statistics included frequency, percent, mean and

standard deviation. Inferential statistics comprises of correlation and regression analysis.

Regression model in the study was;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby: Y=Service delivery in Kericho County Government, Kenya; B<sub>0</sub>=Constant; β<sub>1</sub>=Coefficients of determination; X<sub>1</sub>= Candidate selection; and ε = Error term

## RESEARCH FINDINGS AND DISCUSSIONS

The researcher sought to collect data from 139 respondents and total of 105 responses were received translating to 75.5% response rate indicating that results are reliable. Semi-structured questions made the questionnaires simple to fill out hence high response rate. Questionnaires were also hand delivered allowing for personal contact and follow-up with the respondents. According to Babbie (2017), 50% response rate is deemed average, 60-70% is deemed adequate whereas above 70% is normally considered as excellent. As a result, response rate of 75.5% was considered excellent in terms of providing information for analysis and generating meaningful conclusions.

### Service Delivery

Service delivery was the dependent variable in this study and respondents were requested to specify the degree to which they disagreed or agreed with the

statements in regard to service delivery in the county. Responses were as displayed in *Table 2*, with mean of 3.819 (SD = 1.244), the participants agreed that cost minimization is always ensured in all operations of the county. In addition, they agreed that they are satisfied with the level of efficiency in the county. This is shown by mean of 3.676 (SD = 0.959). Moreover, with mean of 3.505 (SD = 0.806), they agreed there is no wastage of resources in the county.

With mean of 3.533 (SD = 0.919), respondents agreed that they are satisfied with level of resource utilization in the county. However, the respondents were neutral that the organization resources are

effectively utilized (mean of 3.486, SD = 0.903). They were as well neutral that county management is not strict with the effectiveness in resource utilization as evidenced by mean of 3.467, SD = 0.943).

As shown by mean of 3.676 (SD = 1.113), the respondents agreed that there has been a positive trend in revenue collection over the years. In addition, they agreed that transparency is ensured in all county operations as evidenced by mean of 3.533 (SD = 0.863). Nonetheless, they were neutral with mean of 3.467 (SD = 0.846) that they are satisfied with the level of transparency in the county.

**Table 2: Service Delivery**

	Mean	Std. Dev
Cost minimization is always ensured in all operations of the county	3.819	1.244
Am satisfied with the level of efficiency in the county	3.676	0.959
There is no wastage of resources in the county	3.505	0.806
The organization resources are effectively utilized	3.486	0.903
Am satisfied with the level of resource utilization in the county	3.533	0.919
The county management is not strict with effectiveness in resource utilization	3.467	0.943
Transparency is ensured in all county operations	3.533	0.863
Am satisfied with the level of transparency in the county	3.467	0.846
There has been a positive trend in revenue collection over the years	3.676	1.113
<b>Aggregate Mean and Std. dv</b>	<b>3.574</b>	<b>1.788</b>

**Candidate Selection and Service Delivery**

The respondents were asked to respond to the statements pertaining to candidate selection and service delivery. The respondents agreed that short listing is done after a lengthy process of sorting the applications. This is shown by mean of 3.810 (SD = 1.190). Moreover, with mean of 3.676 (SD = 0.938), the respondent agreed that they are satisfied with transparency ensured in the short-listing process. Nonetheless, they were neutral with a mean of 3.276 (SD = 0.596), that the short listing and preliminary screening process is fair. These findings conform to Ekwoaba et al. (2015) arguments that short listing ensures that the best person for the job is recruited.

With mean of 3.790 (SD = 1.230), they agreed that interviewing process helps in testing various capabilities of the applicants. These findings conform to Ashraf and Caldwell (2017) findings

that interview process helps in testing various capabilities of the applicants hence enabling employer to determine if applicant's skills, experience, and personality meet the job's requirements. Moreover, they agreed that they are satisfied with the transparency in the interviewing process. This is demonstrated by mean of 3.724 (SD = 0.980). Nevertheless, they were neutral that interviewing process is very lengthy as shown by mean of 3.448 (SD = 0.889).

The respondents also agreed with mean of 3.724 (SD = 1.013) that background checks assist in revealing past information of the applicants. These findings are in line with Scientific et al. (2018) arguments that background checks shows the past information of the applicants hence help to avoid harm or legal liability of various types of the employees to the employer or to others. Furthermore, they agreed with mean of 3.638 (SD = 0.961) that the county conducts background checks



on the job applicants. The respondents also agreed that the background checks are purposed to measure the level of applicant’s qualification. This is shown by a mean of 3.581 (SD = 0.879).

**Table 3: Candidate Selection and Service Delivery**

	Mean	Std. Dev
Short listing is done after a lengthy process of sorting the applications	3.810	1.190
The short listing and preliminary screening process is fair	3.276	0.596
Am satisfied with transparency ensured in the short-listing process	3.676	0.938
The interviewing process helps in testing various capabilities of the applicants	3.790	1.230
The interviewing process is very lengthy	3.448	0.889
Am satisfied with the transparency in the interviewing process	3.724	0.980
The county conducts background checks on the job applicants	3.638	0.961
Background checks is purposed to measure the level of applicants’ qualification	3.581	0.879
Background checks helps in revealing past information of the applicants	3.724	1.013
<b>Aggregate mean and Std. dv</b>	<b>3.630</b>	<b>0.964</b>

The respondents were required to specify how else candidate selection affects service delivery within Kericho County Government. The respondents indicated that candidate selection is a serious business in any organization since organization's effectiveness or efficiency in delivery of services is influenced by quality of its staff who are recruited via selection and exercises. Moreover, following the correct candidate selection processes, saves money in the long run by getting permanent, reliable, and hardworking personnel, identifies applicants who click with the organization and other employees. Moreover, correct candidate selection processes attract the best workforce for an organization hence improving the level of service delivery. The respondents indicated that selection of the right person to the right job leads to better quality of work and may facilitate faster achievement of objectives.

**Inferential Statistics**

The study used correlation and regression analysis to examine the impact of county governments' recruitment procedures on service delivery.

**Pearson Correlation Analysis**

The study used Pearson correlation coefficient to examine the correlation between candidate selection and service delivery. The results revealed that there is a strong and positive relationship between candidate selection and service delivery in Kericho County, Kenya ( $r = 0.726$ ,  $p\text{-value} = 0.000$ ). The  $p\text{-value}$  was below 0.05 (significant level) hence attributing to a positive association. The findings conform to Al-Habil (2017) discoveries that there exists significant positive effect of candidate selection on service delivery in Palestinian Public Ministries.

**Table 4: Correlation Analysis**

		Service Delivery	Candidate Selection
Service Delivery	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	105	
Candidate Selection	Pearson Correlation	.726**	1
	Sig. (2-tailed)	.000	
	N	105	105

\*. Correlation is significant at 0.05 level (2-tailed).

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

**Regression Analysis**

In this study, regression analysis was utilized to examine the association between independent variables (candidate selection) and dependent variable (service delivery). As shown in Table 6, R-

squared for the association between recruitment procedures adopted by Kericho County Government was 0.2343. This denotes that 23.43% of the variation of dependent variable of the study (service delivery) could be explained by the independent variable (candidate selection).

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 <sup>a</sup>	0.2343	0.2287	0.33359

a. Predictors: (Constant), Candidate Selection

In this study, the ANOVA was performed to see if the model was a good match for the data. The F-calculated was 329.888, and the F-critical from the F-distribution table was 3.94, as indicated in Table

7. The model was declared a good fit for the data because the F-calculated was more than the F-critical and the p-value (0.000) was below the significance level (0.05).

**Table 6: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.113	1	12.113	329.888	.000 <sup>b</sup>
	Residual	3.782	103	0.03672		
	Total	15.895	104			

a. Dependent Variable: Service Delivery

b. Predictors:(Constant), Candidate Selection

Regression equation was;

$$Y = 0.589 + 0.663X_1$$

The findings revealed that candidate selection has positive and significant effect on the service delivery in Kericho County, Kenya ( $\beta_1=0.663$ , p value= 0.000). Since the significant level of 0.05 was above the p-value (0.000), the association was

significant. This means that improvement in candidate selection (short listing and preliminary screening, interviewing and background check) will improve service delivery in Kericho County, Kenya. Moreover, these findings conform to Ekwoaba et al. (2015) arguments that candidate selection and performance of an organization have positive and significant correlation.

**Table 7: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Standard Error	Beta		
1 (Constant)	0.589	0.158		3.728	0.000
Candidate Selection	0.663	0.170	0.558	3.900	0.000

a. Dependent Variable: Service Delivery

**CONCLUSIONS**

The study concludes that candidate selection has significant positive influence on service delivery in Kericho County. The study found that short listing and preliminary screening, interviewing and

background check influence service delivery in Kericho County, Kenya. This means that improvement in candidate selection (short listing and preliminary screening, interviewing and background check) improves service delivery in Kericho County, Kenya.

## Recommendations

The findings revealed that the respondents are moderately satisfied with level of job analysis. This study thus recommends that Kericho County Government ought to conduct proper job analysis by tracking the employees' duties and the duration of each task, observing the employee perform his or her job, interviewing the employee, managers and others who interact with the employee, and comparing the job to other jobs in the same department and job grade or job family. The information obtained from job analysis is essential in creating a right fit between the job and the employee hence ensuring proper and timely allocation of essential services to the people.

The study discovered that the respondents are moderately satisfied with the level of job specification within the county. This study hence recommends that Kericho County Government ought to clearly outline the qualities required for a person to qualify and succeed in a position such as the skills, traits, education, and experience to enable the applicants to match their qualifications with the job positions during the recruitment & selection process.

## Recommendation for Further Research

This research assessed the effect of candidate selection adopted by Kericho County Government on service delivery. Nevertheless, this study focused on Kericho County Government therefore, findings are not generalizable to other County Governments in Kenya. Hence, the researcher recommends that more studies need to be carried out on the effect of candidate selection adopted by other county governments in Kenya on service delivery. Additionally, the study revealed that 23.43% of the service delivery could be explained by candidate selection adopted by Kericho County Government. As such, more studies ought to be done to examine other factors influencing service delivery in Kericho County Government.

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