

**EFFECTIVENESS OF COUNTY PUBLIC SERVICE BOARDS ON STAFF
ACQUISITION IN KENYA**

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UNIVERSITY**

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DECLARATION

This study project is entirely original to me and has never been submitted to another university for an award or degree.

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As the University supervisor, I have given my consent for the submission of this project for examination

Signature Date.....

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DEDICATION

I dedicate this research project to my family members and especially my wife Antonella Khoboso, my children Oscar Kena Harugurah, Hamad Harugurah, Sierra Nashami Harugurah and Marian Kulamo Harugurah and my colleagues board members at the County Public Service Board of Marsabit

.

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ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
CPSBs	County Public Service Boards
CEO	Chief Executive Officer
CHRMAC	County Human Resource Management Advisory Committee
EACC	Ethics and Anti-Corruption Commission
GDP	Gross Domestic Product
HAART	Highly Active Antiretroviral Therapy
HR	Human Resource
HRP	Human Resource Planning
JUS	Department of Justice Canada
KRA	Kenya Revenue Authority
N/A	Not Applicable
NASI	National Agency for Service Innovation
NCS	National Commission for Science
NGO	Non-Governmental Organization
PLWD	People Living with Disability
PT	Performance Technologies
PhD	Doctor of Philosophy
PSC	Public Service Commission

SD	Standard Deviation
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Sciences
TI	Transparency International
VIF	Variance Inflation Factor

OPERATIONAL DEFINITIONS OF TERMS

Human resources planning: The identification of the gaps in staff availability, predicting future staffing needs, placing the required staff and implementing strategies to acquire, train and retain employees.

Interview process: Structured and systematic procedure of assessing job candidates through face-to-face or virtual interactions to evaluate their qualifications, experience, and suitability for a given role.

Legal framework compliance: The CPSBs' adherence to laws, regulations, and policies governing employment practices within the county government.

Recruitment process: Is the advertising job vacancies, receiving and reviewing applications, conducting interviews, and selecting the most suitable candidates.

Staff Acquisition: Is the identification of staffing needs, recruiting candidates, conducting interviews, and on boarding new employees.

ABSTRACT

In Kenya, the introduction of devolved governance has seen county governments gain greater autonomy in staff acquisition through the establishment of County Public Service Boards (CPSBs). These boards are tasked with recruiting, selecting, and appointing staff to county public offices, a responsibility that was previously managed centrally. While decentralization was intended to enhance responsiveness and flexibility in staffing at the county level, many CPSBs face challenges in effectively acquiring staff. Therefore, the study specifically sought to assess the effect of recruitment process, the effect human resources planning, the effect of legal framework compliance and the effect of the interview process on staff acquisition by CPSBs. It was anchored on the Agency and human capital theories. The study employed descriptive design targeting all CEOs and Board Chairs of CPSBs in Kenya. The target population for this study consisted of individuals involved in staff acquisition processes within the County Governments in Kenya. Specifically, it focused on the 47 CPSBs in Kenya who are legally mandated with recruitment, human resource planning, legal compliance, and interview processes in Kenya's county governments. For quantitative data, descriptive statistics was applied through SPSS. These statistics included metrics that included frequencies, means, percentages, and standard deviations, allowing for a comprehensive summary of the data. For qualitative data, thematic analysis was used to analyse responses from open-ended questions or interviews. This process involves familiarising with the data, coding the responses into meaningful categories, and identifying themes that align with the study's objectives. It involves counting responses, calculating response percentages, and analysing the information that is aligned with the goals and findings of the study. The study established that recruitment process, human resources planning, legal framework compliance and Interview process all significantly and statistically so, affected staff acquisition by CPSBs in Kenya ($P < .05$). From the findings, it is recommended that the recruitment strategies should be aligned with the organisation's strategic objectives and workforce needs; CPSBs should regularly review and update recruitment practices based on data analysis and feedback; put a lot of focus on accurately assessing the current workforce, forecasting future needs, developing robust succession plans and implementing effective performance management systems; and they should also ensure compliance with all the Public Employment regulation. Additionally, apart from adapting the best interview practices and guidelines, the CPSBs in various countries in Kenya should also establish a standard rating system that is able to pair standardised interview questions with standardised evaluation criteria.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Effectiveness of a nation's development is heavily inclined by the quality of its human resources, particularly in relations to delivering public services efficiently and effectively. It is crucial for agencies, departments, and ministries to maintain equilibrium with the quantity of skilled personnel with their capabilities and dedication to meeting public needs (Meyer-Sahling *et al.*, 2018). Therefore, ensuring that the right individuals are recruited for the appropriate roles is essential for providing optimal services to the public. Consequently, the hiring and choosing civil and governmental servants are key factors in improving service delivery and fostering economic growth.

The Department of Justice Canada (JUS), like other public service employers, is contending with a competitive job market. The job vacancy rate has risen to 4.9% from 3.1% at the start of 2020, prompting federal institutions to consider what differentiates the Public Service and how to enhance its mission of serving Canadians to attract, recruit, and retain top talent. Historically, JUS's recruitment practices have been relatively simple (Government of Canada, 2023). The Department has typically chosen the most qualified candidates from large applicant pools, without much focus on evaluating the effectiveness of recruitment methods or their alignment with the Department's strategic goals and long-term needs.

In Europe, hiring and choosing are fundamental aspects of human resource management and crucial for national development and success (Konateh, Lakkoh & Udeh, 2023). In Sierra Leone, the government has implemented several reforms, including centralizing and streamlining recruitment and selection processes for public

service roles, to enhance the use of merit-based procedures (Meyer-Sahling *et al.*, 2019).

In The Gambia, individuals with diverse qualifications, work experiences, and cultural backgrounds often seek opportunities in public service job openings as they become available (Oliveira, Sousa, Silva & Santos, 2021). However, many Gambians believe that selection and recruitment procedures within the public sector frequently exhibit certain characteristics influenced more by socio-political connections and networking rather than merit. This perception highlights the need to evaluate the effectiveness of these recruitment methods and their impact on performance of employee (Manneh & Ayo, 2022).

In context of job analysis in Uganda, the recruitment processes deemed most effective within local governments include attracting candidates via advertising, as well as the subsequent stages of screening, selection, and induction (Imucheri & Kakuba, 2022). The recruitment process within Local Government is deficient due to the absence of job analysis, which is essential for collecting comprehensive information regarding the roles. Additionally, the selection process does not adhere to merit-based principles, and the induction procedures are inadequately implemented. Job analysis represents the initial and most crucial phase in the recruitment process (Lubeka, 2019).

In Kenya, county governments are tasked with improving service delivery standards by implementing effective human resource management practices, including hiring practices, to enhance the provision of essential services such as development of infrastructure, including water supply, electricity provision, healthcare services, and educational facilities (Naomi, Kipsang & Musebe, 2024). However, county

governments have faced numerous challenges, including nepotism, mismanagement, unsuitable working conditions, and appointments influenced by political connections and affiliations (Makanyeza *et al.*, 2021). From the inception of Public Service Boards in 2013, there has been limited empirical assessment of their role in hiring and human resource management. This gap has resulted in insufficient understanding of how these boards contribute to effective staffing and service delivery across Kenya's forty-seven counties (Transparency International, 2019)

1.1. 1. County Public Service Boards.

The County Public Service Boards (CPSBs) in Kenya were established under the framework of devolved governance introduced by the 2010 Constitution. This constitution aimed to decentralize administrative functions and grant more autonomy to county governments. The CPSBs were formally constituted through the County Governments Act of 2012, which outlines their role and operational framework. This Act was designed to streamline and decentralize human resource management within county governments, ensuring that recruitment and staffing are handled at the county level rather than being centralized at the national level (Tsofa, Waweru, Munywoki, Soe, Rodríguez & Koon, 2023).

The primary mandate of the CPSBs is to oversee and manage human resources within the counties. This includes the recruitment, selection, and appointment of staff for county public offices. CPSBs are tasked with ensuring that these processes are carried out in a transparent, fair, and merit-based manner (Wasike, 2024). Their responsibilities also extend to developing and implementing human resource policies, handling disciplinary matters, and ensuring amenability with employment laws and regulations. CPSBs seek to improve the impact and efficiency of service delivery within the county by implementing these measures.

Since their establishment, CPSBs are significant in shaping the public service landscape in Kenya. They are expected to address the unique needs and challenges of their respective counties, promoting good governance and accountability in human resource management (Munywoki, Kagwanja, Chuma, Nzinga, Barasa & Tsofa, 2020). However, CPSBs have faced various challenges, including issues with recruitment practices, adherence to legal frameworks, and ensuring that human resource policies align with both county and national objectives. Despite these challenges, the CPSBs remain pivotal in the pursuit of effective and responsive public service delivery in Kenya's devolved governance system (Ang'anyo & Mbatha, 2019).

1.2 Statement of the Problem

Staff acquisition holds a significant function in favour of government institutions globally, ensuring that the right personnel are in place to deliver public services effectively. At the national government level, recruitment and staff management processes are typically centralized and governed by well-established procedures aimed at ensuring transparency, fairness, and meritocracy (Meyer-Sahling and colleagues 2018). National Public Service Commissions are mandated to handle staff acquisition through standardized recruitment and selection processes, often supported by human resource planning and strict adherence to legal frameworks. Despite the existence of these structures, challenges such as bureaucratic delays, mismatched skills, and legal disputes over employment remain prevalent, undermining staff acquisition efforts.

In Kenya, the introduction of devolved governance has seen county governments gain greater autonomy in staff acquisition through the establishment of County Public Service Boards (CPSBs). These boards are tasked with recruiting, selecting, and

appointing staff to county public offices, a responsibility that was previously managed centrally. While decentralization was intended to enhance responsiveness and flexibility in staffing at the county level, many CPSBs face challenges in effectively acquiring staff. Issues such as inadequate human resource planning, poor compliance with legal frameworks, and inefficiencies in the recruitment and interview processes have raised concerns about the capacity of CPSBs to meet the staffing needs of counties. An audit report covering 23/24 financial year highlighted widespread hiring irregularities in many counties in Kenya. Counties (Mumbi ,2025). This highlights, the staff acquisition processes in many of the devolved units.

Scholars have explored various aspects of staff acquisition in decentralized governments, providing deeper understanding of the problems and the areas to explore in this aspect. For instance, Karanja (2018) examined recruitment practices in county governments, finding that while counties have more discretion in hiring, they often lack the capacity to execute recruitment effectively, leading to delays and mismatches in staffing. Mwangi (2020) assessed the effect of strategic human resource planning on organizational performance with reference to Nairobi County Government, explored the mandate of personnel planning in staff acquisition, highlighting that inadequate workforce planning in counties leads to staffing imbalances and shortages in critical sectors such as health and education. Additionally, Omondi (2019) investigated the relationship between legal compliance and recruitment processes in county governments in Kenya. The study evaluated legal compliance in recruitment processes at the county level, noting that many counties face legal challenges due to non-compliance with national employment laws, resulting in costly litigations and strained staff acquisition processes.

While these studies provide valuable insights into recruitment practices, human resource planning, and legal compliance in county governments, there remains a gap in understanding overall effectiveness of CPSBs in acquiring the right talent. The existing literature does not fully explore the interconnectedness of recruitment, human resource planning, legal compliance, and interview processes on staff acquisition by CPSBs. This research intends to address this by examining how these issues collectively influence the effectiveness of staff acquisition by CPSBs in Kenya. By addressing these areas, the research provided an exhaustive problem analysis and propose practical solutions to improve staff acquisition processes at the county level, contributing to enhanced service delivery in county governments.

1.3 Objectives of the Study

1. To assess the effect of recruitment process by county public service boards on staff acquisition in Kenya.
2. To examine the effect human resources planning on staff acquisition by county public service boards in Kenya.
3. To assess the effect Legal framework compliance on staff acquisition by county public service boards in Kenya.
4. To examine the effect of the Interview process on staff acquisition by the county public service boards in Kenya.

1.4 Research Questions

1. What is the effect of the recruitment process by the County Public Service Boards on staff acquisition in County Governments in Kenya?

2. What is the effect of human resources planning on staff acquisition by the County Public Service Boards in County Governments in Kenya?
3. How does legal framework compliance affect staff acquisition by the County Public Service Boards in County Governments in Kenya?
4. What is the effect of the interview process on staff acquisition by the County Public Service Boards in County Governments in Kenya?

1.5 Justification and Importance of the research.

The justification of this research endeavour lies in the critical role that County Public Service Boards (CPSBs) play in ensuring efficient staff acquisition, which is essential for effective governance and service delivery in Kenya's devolved system. Despite the decentralization of staff acquisition to the county level, there are persistent challenges in recruitment, human resource planning, interview processes, and legal compliance, which hinder ability of counties to interest and keep qualified staff. The research seeks address this by highlighting how these factors collectively affect the effectiveness of CPSBs, providing evidence-based recommendations to improve staffing processes and, by extension, the overall functioning of county governments. The results may be valuable to CPSBs, policymakers, county governments, and scholars by offering practical insights for enhancing staff acquisition in the public sector.

This study is crucial for County Public Service Boards (CPSBs) as it will provide insights into the effectiveness of their staff acquisition processes. The research will highlight areas such as recruitment, human resource planning, interview procedures, and legal compliance, offering clear recommendations for improvement. CPSBs will benefit from understanding where inefficiencies lie and how to attract and retain

competent staff, which critical in attaining the staffing requirements of county governments and improving overall service delivery.

County governments may find this study particularly valuable as it addresses one of the essential elements in the successful recruitment of personnel for service delivery. The findings may help county governments enhance their human resource management strategies by identifying gaps in how CPSBs handle staffing. Effective staffing is directly linked to the quality of public services provided to residents, so improving these processes may ultimately lead to better governance and improved public satisfaction with county services.

For legislators and policymakers, this research gives exhaustive assessment in regard to challenges faced by CPSBs in staff acquisition and provides evidence-based recommendations for policy adjustments. Whether it's enhancing oversight, revising recruitment laws, or improving legal compliance, the findings may inform future legislative efforts to strengthen the effectiveness of CPSBs. The research may guide the development of policies that support more efficient staffing, helping county governments meet their service delivery mandates.

Lastly, this study is significant for scholars and researchers interested in public administration and governance in decentralized systems. By focusing on the interconnection between recruitment, human resource planning, legal compliance, and interview processes, the research adds on to current literature on public sector staffing. It may serve as foundational resource for research to be done in future on staff acquisition in devolved systems, not only in Kenya but also in other countries with similar governance structures.

1.6 Scope of the Research

The study aimed to evaluate effectiveness of County Public Service Boards (CPSBs) in staff acquisition within County Governments in Kenya. Specifically, the study examined key aspects such as recruitment processes, human resource planning, interview practices, and legal framework compliance, and how these factors influence staff acquisition. The study targeted all county governments in Kenya to capture diverse geographic, economic, and administrative contexts, ensuring a comprehensive understanding of the challenges and practices across different counties. The time frame for the study covered staff acquisition activities over the past five years, providing a robust analysis of recent trends and outcomes.

1.7 Limitations of the Research

One limitation of this study was the potential difficulty in accessing comprehensive data from County Public Service Boards (CPSBs). Some CPSBs were reluctant to share detailed information regarding their recruitment and staff acquisition processes due to concerns about confidentiality or bureaucratic hurdles. To address this issue, the study adopted multiple techniques of obtaining data, like interviews, surveys, and review of publicly available reports, to triangulate and validate the information gathered. Additionally, the researcher ensured respondents that all data was to be accorded utmost confidentiality and adhere to ethical research standards to encourage full cooperation.

Another limitation was geographical scope of the study, as it focused on County Governments in Kenya, which could limit the findings generalizability to other regions or countries with decentralized governance systems. However, this limitation was mitigated by targeting all counties to reflect diverse economic, geographic, and administrative contexts within Kenya. Since counties have varying characteristics, the

study aimed at providing insights that are relevant not only to Kenya but also to other regions with similar governance structures.

Time constraints also posed a potential challenge, given the need to conduct in-depth research across multiple counties within a specific time frame. To overcome this limitation, the research followed a structured data collection plan with clearly defined timelines and priorities. The study was based on main aspects of staff acquisition, such as recruitment, human resource planning, and legal compliance, to ensure that the most important variables are thoroughly examined within the available time.

A further limitation was the possibility of bias from respondents, particularly CPSB officials, who may have provided socially desirable answers or under-report challenges in their recruitment processes. To address this, the study incorporated anonymous surveys and interviews, creating an environment where participants feel comfortable providing honest and accurate responses. Additionally, data from multiple sources was cross-verified to detect and correct any biases or inconsistencies.

Lastly, variability in governance structures, resources, and policies across different counties could result in differences in how CPSBs handle staff acquisition. To account for this variability, the study included a comparative analysis of counties with diverse levels of governance and resources. The method enabled more elaborated comprehension of the challenges faced by different counties and provide tailored recommendations for counties with varying capacities and needs.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This chapter included empirical examination of the study objectives, a theoretical review, a summary of existing literature and research gaps identified, and concluded with presentation of the conceptual framework derived from variables included in the research.

2.2 Empirical Review.

2.2.1 Recruitment Process and Staff Acquisition

Firman (2023) evaluated the effects that recruitment process had on staff performance at PT Triniaga Medika Makassar. The study used descriptive statistical analysis, validity, reliability, and normality tests, as well as hypothesis testing and utilized simple linear regression, along with the coefficient of determination and t-tests, is employed. The findings revealed that the recruitment process positively and significantly affected staff performance. However, focused on the private sector and did not explore staff acquisition in the public sector, especially within a different geographical context like Kenya. This research added to the existing knowledge by assessing the effect of recruitment processes by County Public Service Boards on staff acquisition in County Governments in Kenya, providing insight into how recruitment practices impact public sector staff acquisition.

Oyadiran and Agunbiade (2023) assessed the extent process of hiring and selecting candidates would impact on the firms' performance, utilizing existing information and applying the Resource-Based Theory (RBT) as the theoretical framework. Conclusively, the study stated that recruitment and selection processes exert a beneficial and substantial influence on organizational performance.

However, use of secondary data limits the depth of understanding regarding the direct practical applications of recruitment strategies in real-world settings, particularly in public sector institutions. This research sought to add to existing knowledge through the examination of how recruitment processes by County Public Service Boards influenced staff acquisition within County Governments in Kenya, using primary data to provide a more comprehensive analysis of public sector recruitment practices.

Adisa (2021) analysed how staff performance was impacted by employee employment practices at Equity Bank in Nairobi City County, Kenya, using the Resource-Based View (RBV) theory, that highlighted that staff selection processes and firm performance were related. Results pointed out that recruitment and selection procedures significantly influence employee performance and contribute to organizational success. However, Adisa's focused on the banking sector leaves a gap in understanding how these recruitment practices affect staff acquisition in public sector organizations, particularly in county governments. This study filled the gap by evaluating the impact of recruitment procedures implemented by County Public Service Boards on the acquisition of personnel within County Governments in Kenya, thereby broadening the research to encompass the public sector context.

Akyuz and Opusunju (2019) aimed to determine the effect of recruitment and hiring processes on employee performance at Diamond Bank Plc in Abuja, FCT. The study, employing a survey research design, determined that enhancing recruitment and selection process would lead to improved employee's performance at Diamond Bank branches located in Abuja. However, the study focused on a private sector organization, leaving a gap in understanding how recruitment processes impact staff acquisition in the public sector. This research sought to add to existing knowledge through assessing the impact that recruitment processes conducted by County Public

Service Boards had on staff acquisition in County Governments in Kenya, thereby broadening this understanding of recruitment effectiveness in public institutions.

2.2.2 Human Resources Planning and Staff Acquisition

The impact of human resource planning on success of Nigerian public sector businesses was investigated by Ubah and Ibrahim in 2021. This study used a cross-sectional survey research design, collecting primary data from 100 employees in the Ministry of Works and Housing's Human Resources Department in Abuja, Nigeria, utilizing questionnaires. The findings indicated that Planning for human resources effectively, particularly in relation to workforce future requirement projection and recruitment and selection, facilitates organizations in drawing the suitable talent in the necessary quantities, enhancing employee knowledge, skills, and aptitudes, thereby improving organizational performance. However, the study focused solely on Nigeria's public sector and did not explore the particular effect of human resource planning on staff acquisition in county governments. The goal of this current study was to close this gap through assessing the effect of human resource planning on staff acquisition by County Public Service Boards in County Governments in Kenya, offering a broader understanding of recruitment practices within the Kenyan public sector.

Okwuise, Okwuise, and Akpomiemie (2023) explored the connection between firms' performance and human resource planning in Delta State telecom enterprises, employing a cross-sectional study design. The research indicated a notable correlation among different elements of human resource planning, including workforce forecasting, recruitment, training and development, employee retention, and overall organizational performance. However, the study's focus on telecom companies in Delta State leaves a gap in understanding how human resource planning, particularly

recruitment and selection, impacts staff acquisition in the public sector. This research sought to address this disparity through assessing the effect of human resource planning on staff acquisition by County Public Service Boards in County Governments in Kenya, offering insights specific to the Kenyan public sector context.

Kipkoech (2022) aimed to examine the human resource planning's effects on employees' performance at Kenya's Judicial Service Commission. The findings of the study indicate that hiring methods and employee performance are strongly, favourably, and statistically significantly correlated, as well as between employee performance and selection procedures, within the Judicial Service Commission located in Nairobi City County, Kenya. The study concentrated exclusively on the Judicial Service Commission and did not investigate the impact of human resource planning on staff acquisition within other public sector organizations. This study sought to address this gap by assessing effect of personnel planning on staff acquisition by County Public Service Boards in County Governments in Kenya, providing a wider perspective on recruitment practices within the Kenyan public sector.

Roba, Wachira, and Mwenda (2024) assessed the role of staff strategic planning in enhancing Kenyan government service delivery. The research utilized a descriptive design approach and systematically analysed HRM practices through using questionnaires and interviews to select 140 respondents, including 46 municipality managers from municipalities located at county headquarters of 46 counties, 47 county secretaries, and 47 county directors of HRM. Correlation analysis indicated a + relation between service delivery and staff strategic planning at a 0.05 significance level, as regression analysis results showed that staff strategic planning accounted for

approximately 41.61% of the disparities in the way services are provided, with an effect size of $\beta_1 = 0.6451$ ($t = 8.97, p < 0.05$).

While the study provides valuable insights into the link between strategic HR planning and service delivery, it primarily focuses on the broader aspect of service delivery without delving into how HR planning specifically influences staff acquisition. This gap was addressed by the study by evaluating impact of human resource planning on recruitment of personnel by County Public Service Boards within County Governments in Kenya, with particular emphasis on recruitment and selection procedures in the public part.

2.2.3 Legal Framework Compliance and Staff Acquisition

Kitonga, Were, and Getuno (2021) examined the influence of Kenya's legal framework for hiring and choosing employees in service-oriented State Corporations. A descriptive cross-sectional research design in the study was used to investigate various factors influencing recruitment and selection processes. The findings showed that legal framework has a major favourable effect on hiring and choosing, suggesting that improvements in legal frameworks are necessary for effective recruitment and selection practices. Conversely, the research concentrated on State Corporations and did not explore how legal framework compliance affects staff acquisition in County Governments. Therefore, the goal of this study was to address this gap by evaluating the influence of adherence to legal frameworks on the recruitment of personnel by County Public Service Boards in County Governments in Kenya, thereby providing valuable insights into the hiring practices within the public sector at the county level.

Karungani and Ochiri (2018) assessment how procurement regulation and policy impacted performance in the organization. Utilizing quantitative research design

alongside a survey methodology and the study found that these frameworks significantly enhance organizational performance through developing a fair approach for organizations engaged in procurement. The research highlighted that effective policy and regulatory frameworks contribute to improved transparency, openness, ethical standards, impartiality, and decision-making within organizations. However, the study focused specifically on the procurement sector and did not explore how such frameworks impact further areas, such as recruitment and staff acquisition. This study aimed at addressing this gap by evaluating the influence of adherence to legal frameworks on the recruitment of personnel by County Public Service Boards within County Governments in Kenya, providing insights into the role of regulatory compliance in public sector recruitment practices.

Kanyaru (2017) examined the factors within the legal framework of public procurement that influence performance in public sector of Kenya. With a survey research design, which involved interviews and/or questionnaires, the study employed Analysis of Variance (ANOVA) to determine statistical significance of the influences. The results demonstrated that the legal framework prevailing public procurement, especially Public Procurement and Asset Disposal Act of 2015 along with associated policy development, has a substantial effect on performance of public organizations. However, the study focused specifically on procurement and did not address the effects of legal frameworks on additional areas such as recruitment and staff acquisition. This research sought to fill this gap by addressing the effect of legal framework compliance on staff acquisition by County Public Service Boards in County Governments in Kenya, broadening the scope to include recruitment practices within the public sector.

Erwin, Rauf, and Idy (2024) assessed how legal regulations impacted personnel management practices through a literature review. The study established that legal framework serves substantial function in establishing optimal methodologies for various HR practices, including recruitment, training, compensation, and workplace equality. However, the research was limited to a broad overview of legal impacts on HR practices without focusing on specific contexts, such as public sector recruitment or staff acquisition processes. The present research sought to fill this gap by looking into the impact of adherence to legal frameworks on the recruitment of personnel by County Public Service Boards in County Governments in Kenya, providing a more targeted analysis of how legal regulations influence recruitment in the public sector.

2.2.4 Interview Process and Staff Acquisition

Omar (2022) assessed influence of structured interviews on employee retention in public sector in Muscat, Oman. The research demonstrated that structured interviews significantly influence the hiring process, helping organizations select candidates who align well with the organization's needs. By employing the person-organization fit model, the study found a correlation between the use of structured interviews and improved overall retention of public sector employees. However, the study focused primarily on retention outcomes without examining how structured interviews specifically affect staff acquisition processes. This research aimed to fill this gap by assessing impact of interview process on the recruitment of personnel by County Public Service Boards in County Governments in Kenya, offering insights into how structured interviews can enhance recruitment practices and influence staffing outcomes in the public sector.

Ogunsola, Arikewuyo, Odunayo, and Okwegbe (2023) investigated the influence of employee hiring procedure on organization performance in the metropolis of Lagos

state. The research utilized a proportionate stratified random sampling method and determined that the applicant interview process had the most substantial and statistically distinct impact on forecasting organizational performance. While the study highlighted the critical role of interviews in the selection process, it did not specifically address how different aspects of the interview process impact staff acquisition or the broader recruitment practices. This study sought to address this gap by evaluating the impact of the interview process on the recruitment of personnel by County Public Service Boards in County Governments in Kenya, providing a more focused analysis of how interviews influence recruitment outcomes in the public sector.

Oyadiran, Ishaq, and Kola (2023) examined the hiring process, focusing on how job assessment, interviews, recruitment guidelines, and testing on performance of the organization in Abuja, Nigeria. The research, which utilized secondary data and applied Resource-Based Theory (RBT) as its theoretical framework, determined that recruitment and selection process significantly enhances organization's performance. However, the study provided a broad analysis of various recruitment components without delving specifically into the impact of the interview process. This research aimed to address the inadequacies in the research through assessing how interview procedures impact staff acquisition by County Public Service Boards in County Governments in Kenya, offering a focused examination of how interviews influence recruitment outcomes in the public sector.

Onchari, Iravo, and Munene (2019) investigated how recruitment approaches impact service delivery within municipal administrations in Nyamira County, Kenya. The study's methodology was a case study to generate in-depth and subjective data, which could contribute to theory development. The findings indicated that ineffective

recruitment strategies were a major factor contributing to poor service delivery. However, the study focused specifically on recruitment strategies and their direct impact on service delivery, without addressing how specific components of the recruitment process, such as interviews or selection procedures, affect overall outcomes. This research aimed to add to existing knowledge how interview process influenced staff acquisition by County Public Service Boards in County Governments in Kenya, providing a more detailed analysis of how specific recruitment practices influence recruitment outcomes and service provision within the public sector.

2.3 Theoretical Review

2.3.1 The Agency Theory

Agency theory, introduced by Berle and Means, posits that in a contractual relationship, the goals and interests of the parties involved—typically the owner (principal) and the manager (agent)—often conflict. According to this theory, corporate entities consist of a series of contracts between the principal, who owns the entity, and the agent, who is entrusted with decision-making powers on the principal's behalf (Fama and Jensen, 1983). This relationship can be problematic, as it is costly for the principal to authenticate the agent's actions or ensure that they align with the principal's objectives. The agent, not being the owner, may prioritize personal interests over the principal's goal of maximizing investment returns. The principal faces challenges due to information asymmetry, where the agent has more information about the firm than the principal. This leads to issues like adverse selection and moral hazard, which cannot be effectively addressed through fixed remuneration alone. Performance-based compensation is therefore considered a more effective solution to direct interest of the agents and the one of the principals.

In the context of County Governments, the citizens act as principals who delegate decision-making authority concerning the selection, appointment, promotion, and removal of county employees to County Public Service Boards (CPSBs). However, citizens lack mechanisms to fully understand the internal workings of these boards and are unable to directly assess the intentions of board members, who may be driven by self-interest and prioritize personal gains over public needs. This lack of transparency contributes to issues such as corruption, nepotism, tribalism, clanism, and political patronage within the CPSBs, undermining their effectiveness in fulfilling their official mandates.

Agency theory is based on several assumptions: first, that the board is a homogeneous group of individuals with a unified commitment to the corporation's interests and loyalty to shareholders. Second, it assumes that the owner or principal is a clearly identifiable person or entity. In the context of county boards, the principal consists of a large and diverse population with varied interests focused on service delivery. In Kenya, many citizens are unaware of how county governments operate or the importance of corporate governance practices, and they may be easily misled or misinformed by the board due to information asymmetry. This lack of direct accountability mechanisms, other than through national elections or potential reappointments by the County Assembly, means that citizens have limited ability to ensure that the board acts in their best interest.

2.3.2 The Human Capital Theory

Human capital encompasses valuable understanding and special capabilities possessed by members of the workforce within an organization (Zima, 2007). Scholars generally agree that human capital is of importance in progress and extension of entrepreneurial ventures (Zima, 2007). Human capital theory posits that an individual's education

level, area of training, prior entrepreneurial experience, and abilities significantly impact the growth of an enterprise (Guest, 2002). It refers to the time, experience, knowledge, and abilities of individuals that can be utilized in the ongoing production process of a business (Guest, 2002).

Human capital theory posits that an individual's education level, area of training, prior entrepreneurial experience, and abilities significantly impact the growth of an enterprise (Guest, 2002). This theory views human capital as encompassing the skills and training an entrepreneur acquires through apprenticeships, work experience, and various training programs. The research aimed at evaluating how human resource management functions specifically selection, appointment, promotion, and dismissal of county government staff affect the growth and efficiency of devolved governments. The theory is particularly relevant to the study as it helps in explaining the importance of the selection process that is very critical in hiring the most valuable resource for the growth of the organization. It highlights the importance of selection of the right staff with the necessary qualifications and abilities that contributes to organizational success.

2.4 Summary of Reviewed Literature and Gaps to be filled by the Study

Table 2:1: Summary of Review of Literature and Research Gaps

Author	Research Topics	Key Findings	Research Gaps and Gaps to be filled
Firman (2022)	Recruitment process, Employee performance	Recruitment process positively impacts employee performance at PT Triniaga Medika Makassar.	The study focused on private sector; did not explore public sector or Kenyan context, therefore this study sought to assess effect of recruitment processes by County Public Service Boards on staff acquisition in Kenya.
Oyadiran & Agunbiade (2023)	Selection and recruitment process, Organizational performance	Selection and recruitment and processes positively impact organizational performance using secondary data and Resource-Based Theory.	The study used secondary information that limited practical application insights; lacks public sector focus., hence this study examined recruitment processes by County Public Service Boards on staff acquisition in Kenyan public sector.
Adisa (2021)	Recruitment and selection practices, staff	Recruitment and selection practices significantly impacted performance of	The study focused on banking sector; lacks public sector perspective. However, this

	performance	staff Equity Bank.	study investigated the effect of recruitment processes by County Public Service Boards on staff acquisition in Kenya.
Akyuz & Opusunju (2019)	Recruitment and selection processes, Employee performance	Improvements in recruitment and selection processes enhance performance of the staff at Diamond Bank Plc.	This study focused on private sector; lacks public sector insights. This study on the other hand assessed recruitment processes by County Public Service Boards on staff acquisition in Kenyan public sector.
Ubah & Ibrahim (2021)	Human resource planning, Performance	Effective HR planning improves organizational performance by attracting suitable talent.	The study focused on Nigeria's public sector; lacks specifics on county governments, however this study evaluated the impact of HR planning on staff acquisition by County Public Service Boards in Kenyan counties.
Kipkoech (2022)	HR planning, Recruitment practices, Employee performance	Strong correlation between HR planning and employee performance within Kenya's Judicial Service Commission.	The study was limited to Judicial Service Commission; not applicable to other public sector institutions. This study assessed HR planning's effect

			on staff acquisition by County Public Service Boards in Kenya.
Okwuike <i>et al.</i> (2023)	HR planning, Organizational performance	Significant relationship between HR planning (e.g., recruitment, training) and organizational performance in telecom companies.	The study focused on telecom sector; lacks public sector context. This study on the other hand examined HR planning's impact on staff acquisition by County Public Service Boards in Kenyan counties.
Roba <i>et al.</i> (2024)	Strategic HR planning, Service delivery	Strategic HR planning practices positively affect service delivery, accounting for about 41.61% variance.	The study was broader on service delivery and lacked specifics on HR planning's influence on staff acquisition. However, this study assessed on HR planning's effect on staff acquisition by County Public Service Boards in Kenyan counties.
Kitonga <i>et al.</i> (2021)	Legal framework, Recruitment and selection	Legal framework positively influences recruitment and selection in service-oriented State Corporations.	This study focused on State Corporations and lacks insight into County Governments. This study otherwise examined legal framework compliance's effect on staff acquisition by County

			Public Service Boards in Kenya.
Karungani & Ochiri (2018)	Procurement policy and regulatory framework, Organizational performance	Policy and regulatory frameworks significantly enhance organizational performance by improving transparency and decision-making.	This study focused on procurement and does not address recruitment or staff acquisition, however focused on assess legal framework compliance's effect on staff acquisition by County Public Service Boards in Kenya.
Kanyaru (2017)	Public procurement legal framework, Performance	Significant impact of procurement legal framework on public institutions' performance, including Public Procurement and Asset Disposal Act 2015.	This study focused on procurement and lacks insight into recruitment and staff acquisition. This study examined legal framework compliance's effect on staff acquisition by County Public Service Boards in Kenya.
Erwin <i>et al.</i> (2024)	Legal regulations, HR management practices	Legal regulations play a crucial role in establishing norms for HR practices like recruitment, training, and compensation.	This study provided broad overview and lacks specific focus on public sector recruitment or staff acquisition. This study however focused on legal framework compliance on staff acquisition by County

			Public Service Boards in Kenya.
Oyadiran <i>et al.</i> (2023)	Recruitment and selection process, Job analysis, Interviews, Hiring policy, Testing	Recruitment and selection processes positively affect organizational performance; interviews are crucial.	This study was based on broad recruitment components and lacked specific analysis of interview impact. However, this study investigated effect of interview process on staff acquisition by County Public Service Boards in Kenya.
Onchari <i>et al.</i> (2019)	Recruitment strategies, Service delivery	Ineffective recruitment strategies contribute to poor service delivery in local authorities.	This study was based on recruitment strategies' impact on service delivery; lacks detail on interview process. This study on the other hand assessed the effect of interview process on staff acquisition by County Public Service Boards in Kenya.
Omar (2022)	Structured interviews, Employee retention	Structured interviews enhance employee retention in the public sector by aligning candidates with organizational needs.	This study was only based on retention and did not specifically analyse impact on staff acquisition. This study examined effect of interview process on staff acquisition by

			County Public Service Boards in Kenya.
Ogunsola <i>et al.</i> (2023)	Employee selection process, Organizational performance	Applicant interviews significantly contribute to predicting organizational performance.	This study was only based selection process and lacked detailed analysis of interview components on staff acquisition. However, this study focused on investigated the effect of interview process on staff acquisition by County Public Service Boards in Kenya.

Source: Researcher (2024)

2.5 Conceptual Framework

Independent Variables

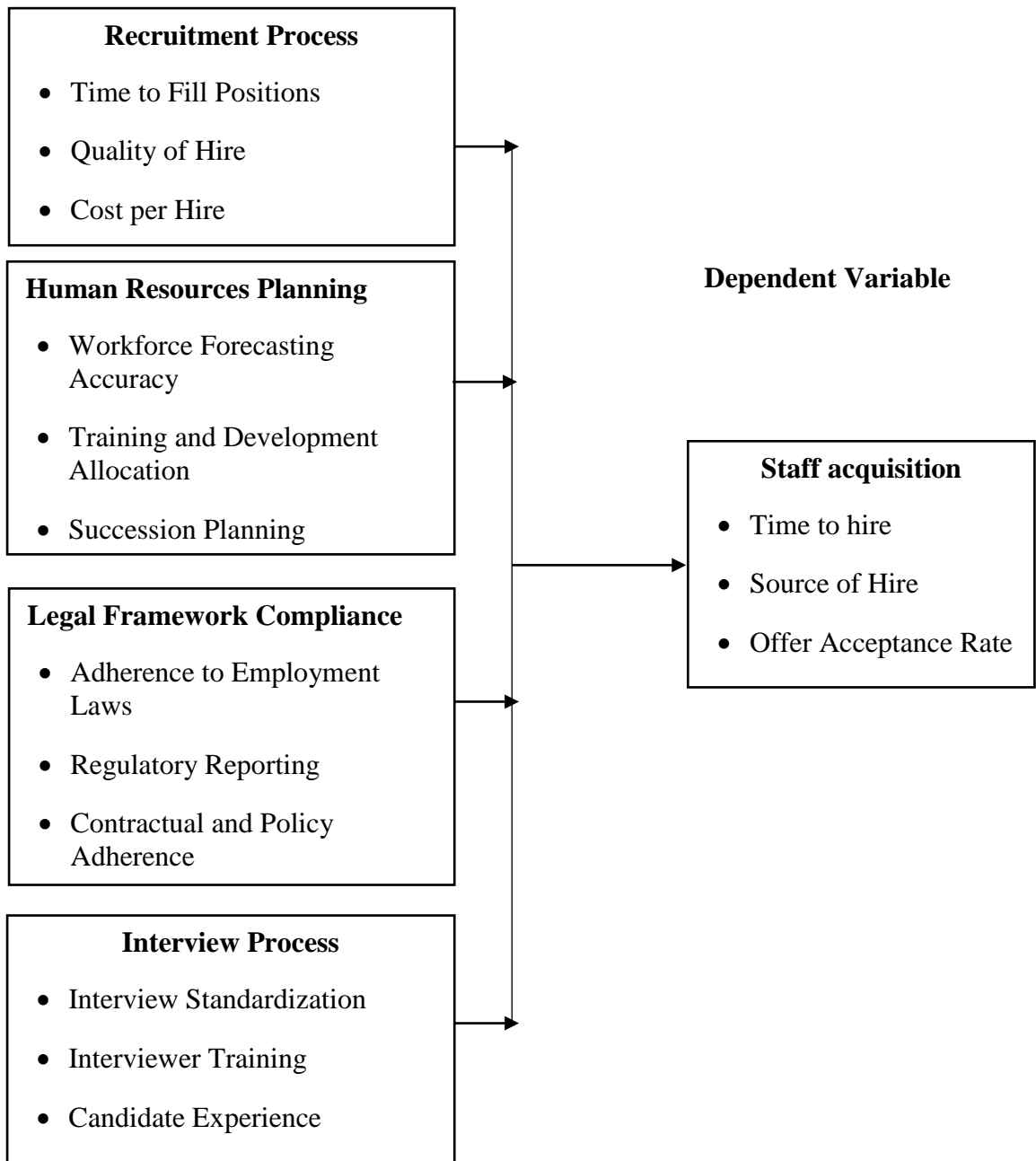


Figure 2:1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the study methodology that was utilized for respondent sampling, data collection, and data analysis. It specifically addresses the research design, study population, sample size, sampling strategy, methods of data collection, pretesting of the research instrument, as well as validity and reliability of the findings, and analysis of the data.

3.2 Research Design

The researcher employed descriptive research approach which helped in delineating characteristics of the phenomenon or population under investigation. Descriptive research involved collection and analysis of data to describe a precise spectacle in its existing state, trends, and the relationships amid dissimilar factors (Saunders & Thornhill, 2009). This design was selected since it consents for extrapolation of outcomes to broader populace, which is essential in public administration studies. The research gathered a combination of qualitative and quantitative information. This design is appropriate because it provided the in-depth and comprehensive inquiry necessary to describe the subject under investigation, namely, the effectiveness of the County Public Service Board in staff acquisition in County Governments in Kenya. Staff acquisition was dependent variable, while independent variables included the recruitment process, human resources planning, legal framework compliance, and the interview process

3.3 Target Population

Bryman and Bell (2007) described target population as the complete collection of people or things is referred to as the research population from which scientifically

generalizable inferences can be made. The target study's population comprised individuals who were actively engaged in staff acquisition processes within the County Governments in Kenya. Specifically, the study focused on all Chief Executive Officers and the Chairs of the CPSBs in Kenya making a total of 92 respondents, excluding the chairperson and CEO for Isiolo county which was used in the pilot study. Since there weren't many, the study carried out a census.

3.4 Sampling Method

The study focused on all the targeted respondents and focused on all Chief Executive Officers and the Chairs of the CPSBs from 46 counties in Kenya, thereby making a total of 92 respondents.

3.5 Research Instruments

The main data for this research was gathered using semi-structured questionnaires, which provided a rapid and effective means of data collection in comparison to alternative tools (Cohen et al., 2003). Additionally, questionnaires provided the researcher with comprehensive data on a variety of factors. This instrument was cost-effective and time-saving, making it ideal for the study. The questionnaires were directed to the targeted county public service boards officers. Respondents were asked to indicate their responses on a five-point Likert scale ranging from 1 to 5, where 1 represents "Strongly Disagree," 2 represents "Disagree," 3 represents "Neutral," 4 represents "Agree," and 5 represents "Strongly Agree." Depending on convenience, the questionnaires were converted into google forms which made it easy for the data to be collected from the entire country.

3.6 Pilot Study

A preliminary investigation was conducted in Isiolo County involving the members of the CPSB, which assisted in assessing validity and reliability of the questionnaire.

The study helped in examining and improving the instrument so as to enhance the authenticity and accuracy of the questionnaire. Isiolo County was dropped in the main exercise.

3.6.1 Validity

By consulting with subject-matter experts, the validity of the research tools was confirmed, particularly the supervisor and the strategic management faculty. Validity refers to the how much the study tools accurately measure what they are supposed to assess and guarantee credibility of the finding's conclusions. In this research, validity was ensured through the following:

Table 3.2 Study Validity

Construct validity	The researchers used expert's opinion on whether measure whether the research instrument measures the construct of the study variables, whether the tools measures concepts that is similar to other tools, so as to establish the convergence is results.
Content validity	The study sought the experts or academicians whether the measuring instrument would meet the intended purpose. Suggestions from the supervisor were incorporated in the revised tools.
Criterion validity	The study ensured the study instrument convergent on whether the results predict high correlation with the current tools/ measuring similar variables. The study also measured whether the instrument is able to predict the causal relation between the variables that are being studied.

The construct validity and content validity was further determined by research experts from the School of Law, Arts and Social Sciences at Kenyatta University. The changes that they propose on the study tools were then included in final tools that was administered to the respondents in the study.

3.6.2 Reliability

Establishing the study tool's reliability was done through employment of Cronbach's Alpha technique to measure internal consistency. Cronbach's Alpha is a widely used method for testing to what extent the study tools measure the same concept or construct. Alpha values range from 0 to 1, where the values of higher coefficients represented greater reliability. Kothari (2010) states that a Cronbach's Alpha coefficient of 0.8 or greater denotes good reliability, whereas values between 0.6 and 0.7 are typically regarded as satisfactory. By using this method, the study ensured that the questionnaire provides consistent and dependable data.

3.7 Data Collection Procedures

The proposal was submitted to Graduate School for registration and consequently a letter of authorization granted. The letter was subsequently utilized to obtain permit of research from National Commission of Science, Technology and Innovation (NACOSTI). The permit was then used to obtain permissions from all the respective 47 county secretaries who was contacted and consulted before the data can be collected from the CPSBs. The questionnaire was converted into a google form, which made it easier for the data collection exercise since it was shared on email and WhatsApp. The application of the google form enhances response rate, is quick and enhances data collection and analysis simultaneously.

3.8 Data Analysis Procedures

Analysis of data was performed subsequent to collection of data in order to derive significant insights from both the quantitative and qualitative information. Descriptive statistics, with mean and standard deviation, were performed on the quantitative data using SPSS. Multiple regression analysis was used to perform inferential statistics to establish the relationship between the recruitment process, human resource planning, legal framework compliance, and interview process and staff acquisition at the CPSBs. This analysis helped determine the strength and significance of each independent variable's effect on staff acquisition, providing a detailed understanding of how these factors influence the effectiveness of the County Public Service Boards' (CPSB) staffing efforts.

The research employed the following multiple regression model to determine relationship among the variables.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where,

$\beta_1 - \beta_4$ = beta for the four variables

X_1 = Recruitment process

X_2 = Human resources planning

X_3 = Legal framework compliance

X_4 = Interview process

Y = Staff acquisition

α = constant

For the qualitative data, thematic analysis was used to analyse responses from open-ended questions or interviews. This process involves familiarizing with the data,

coding the responses into meaningful categories, and identifying themes that align with the study's objectives. These themes were interpreted in relation to the recruitment process, human resource planning, legal framework compliance, and interview processes, offering deeper insights into the perceptions and experiences of respondents. The qualitative findings were described in narrative form to supplement the quantitative results, offering a more thorough comprehension of elements influencing the CPSBs' staff acquisition efficacy. This mixed-methods approach ensured that both quantitative information and contextual understanding are thoroughly analyzed to support the study's conclusions.

3.9 Ethical Considerations

The investigator followed ethical guidelines governing scientific research to certify integrity and protection of participants. All participants were requested to provide informed consent, during which they were well-versed about the study's objectives, academic intentions, and their respective roles. Participants were guaranteed that they were not imperiled to any psychological or physical harm, and no coercion was used to obtain their participation. According to Creswell (2009), participants were allowed to leave the study at any time because participation was completely voluntary.

Furthermore, the researcher prioritized privacy and confidentiality by ensuring that no personal or identifying information was collected. Participants were not asked to disclose any private details. Once collected, the completed questionnaires were securely stored in a locked safe, while data entered into spreadsheets or statistical software was kept on password-protected devices, accessible only by the researcher (Creswell, 2009). Additionally, sampled participants were offered the opportunity to voluntarily take part in the research. Because research credibility is so important, the researcher did not tolerate or participate in any kind of dishonesty, fabrication,

plagiarism, or other unethical behavior while conducting the study, and consent was obtained when required.

Lastly, the researcher obtained approval for Kenya University Ethical Committee before commencing data collection. Additionally, National Commission for Science, Technology and Innovation (NACOSTI). Those participating were provided with these authorizations while obtaining their consent to take part in the study.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

The objective of this research was to determine the effectiveness of county public service boards on staff acquisition in county governments in Kenya. As a result, this chapter provides the study's findings and analyses based on information gathered from the questionnaires, where the results categorized attitudes and viewpoints on the effectiveness of county public service boards on staff acquisition in county governments in Kenya. This chapter comprises five sections: the response rate, fundamental details regarding respondents, descriptive statistics of the variables under investigation, diagnostic analysis, and inferential statistical analysis of collected data.

4.2 General Information

Results indicate that 92 respondents were targeted by the study and included Chief Executive Officer and County Public Service Board Chairpersons. The study therefore targeted all Chief Executive Officers and County Public Service Board Chairpersons from the 46 counties in Kenya.

4.2.1 Response Rate

Table 4:1: Response Rate

Category	Targeted	Responded	Response Rate
Chief Executive Officers	46	43	93.5
County Public Service Board Chairpersons	46	45	97.8
Total	92	88	95.7

Source: Research Data (2025)

The results showed out of the targeted 46 Chief Executive Officer from 46 Counties in Kenya, 93.6% participated in the study while 97.9% of all the County Public Service Board Chairpersons from all the targeted counties participated in the study which indicated an average response rate of 95.7%. This indication was deemed highly appropriate. Arora, (2003), stated that a study that uses a questionnaire and receives more than 65% of responses is considered well-participated.

Table 4:2: Demographic Information

Category	N (%)
Gender	
Male	59(65.5)
Female	31(34.5)
Total	90(100.0)
Age of the Respondents	
26-35 years old	14(15.5)
36-45 years old	19(21.2)
46-55 Years Old	39(43.3)
Above 55 Years Old	18(20.0)
Total	90(100.0)
Education Level	
Certificate/Diploma	0(0.0)
Bachelor's Degree	32(35.5)
Master's Degree	47(52.2)
PhD	11(12.3)
Total	90(100.0)
Chief Executive Officer	44(48.9)
County Public Service Board Chairpersons	46(51.1)
Total	90(100.0)

Source: Research Data (2024)

Additionally, the results point out 65.5% of those surveyed were men, while 34.5% were female which showed that there were more male employed in the two categories compared to female. Response in terms of the age of the participants indicated that 15.5% of the participants were aged between 26-35 years old, 21.2% aged 36-45 years old, 43.3% aged between 46-55 years old and 20.0% aged above 55 years old. This showed that most of the Chief Executive Officers and County Public Service Board Chairpersons 46 years old and above. From the results, 35.5.0% of the respondents have a Bachelor's Degree, 52.2% have a Master's Degree and 12.7% have a PhD all in Education. This indicated that most of the participants had a Master Degrees and therefore understood the subject that was under investigation although the results indicated none of the respondents had a certificate or diploma education level. Lastly, out of the research, 48.9% of the respondents hold the position of Chief Executive Officers while 51.1% hold positions in County Public Service Board Chairpersons.

4.3 Descriptive Analysis

4.3.1 Recruitment process

The primary aim was to determine the impact of recruitment process on staff acquisition in county governments in Kenya and the following was the response.

Table 4:3: Recruitment process and staff acquisition

Statement	Percentage (%)			Mean	Standard Deviation
	SD&D	N	SA&A		
The CPSB advertises job vacancies transparently.	10%	10%	80%	4.80	.402
Job requirements are clearly stated in the recruitment advertisements.	20%	10%	70%	4.70	.461
The recruitment process ensures equal opportunity for all candidates.	20%	20%	60%	4.20	.753
The selection process is merit-based and fair.	10%	10%	80%	4.10	.704
The recruitment process attracts qualified candidates.	20%	10%	70%	4.50	.503
The recruitment timeline is adequate and realistic.	00%	00%	100%	4.80	.402
The recruitment process is free from political influence.	00%	00%	100%	2.70	1.194
Feedback on recruitment outcomes is provided in a timely manner.	10%	00%	90%	3.50	.927

Source: Research Data (2025)

The results showed that CPSBs advertised job vacancies transparently on a mean of 4.80 and a standard deviation of 0.402. Moreover, the results indicated that job requirements were clearly stated in the recruitment advertisements on a mean of 4.70 and standard deviation of 0.461. The outcome indicated that the recruitment process ensured equal opportunity for all candidates with mean of 4.20 and standard deviation

of 0.753. Results showed the selection process was merit-based and fair indicating mean of 4.10 and standard deviation of 0.704.

The results revealed that recruitment processes attracted qualified candidates with mean of 4.50 and a standard deviation of 0.503. Results also indicated that the recruitment timeline was adequate and realistic on a mean of 4.80 and standard deviation of 0.402. The study findings indicated the recruitment process was free from political influence on a mean of 2.70 and a standard deviation of 1.194 and that feedback on recruitment outcomes were provided at the right time that registered average of 3.50 and standard deviation of 0.927.

The CPSBs advertised job vacancies transparently, the job requirements were clearly stated in the recruitment advertisements, the recruitment process ensured equal opportunity for all candidates and the selection process was steered in an equitable manner based on merit. Results also indicated that the selection process was merit-based and fair, the recruitment process attracted qualified candidates and the timeline were adequate and realistic. This, coupled with political interference with the recruitment processes, negatively influenced the staff acquisition in county governments in Kenya.

Many of the respondents highlighted that some of the challenges related to staff acquisition, when conducting staff recruitment which included political interference where appointments are not based merit and inclusion, worked against the minority and marginalised communities, youth/women and the people living with disability. Additionally, the after recruitment, selection and appointments processes were completed by the boards there were by delays in implementing deployments by Executive. It was also observed that fraudsters had formed a habit of conning the vulnerable job seekers.

Many of the respondents suggested that the CPSBs needed to advertise on local radios and social media platforms, create websites where the board undertakings were updated in order to reach the highest number of interested groups. Boards should exercise decisional independence and rise above political interference, adopt and improve on Online recruitment systems, ensure the recruitment process should be fair. The results also indicated that most of the respondents felt the need to digitise application process, the executive should respect and allow CPSBs' independence. To ensure true independence of boards it was suggested that the Boards be funded directly from the exchequer as is the case with PSC.

The findings showed a noteworthy correlation between recruitment process and staff acquisition in county governments in Kenya. The results corroborate a study conducted by Firman (2022) who highlighted the significant importance of recruitment process and establishing that staff recruitment that led to competent workforce had a positive and substantial impact on employee performance and Oyadiran and Agunbiade (2023) who also established the importance recruitment in selecting the best job fit that was critical for overall organization performance.

Results showed a low but positive correlation between recruitment process and employee acquisition in county governments in Kenya. The results also indicated that CPSB advertised job vacancies transparently, the job requirements were clearly stated in the recruitment advertisements, the recruitment process ensured equal opportunity for all candidates and selection process is merit-based and fair. The study's conclusions also revealed that selection process was merit-based and fair, recruitment process attracted qualified candidates and the timeline are adequate and realistic

Additionally, findings showed that CPSBs posting job openings transparently, the jobs requirements were clearly stated in the recruitment advertisements with

recruitment process attracted qualified candidates and the timelines were always adequate and realistic had the highest influence the recruitment process and staff acquisition in county governments in Kenya.

4.3.2 Human Resource Planning

The second objective was to establish the Kenyan county governments' hiring practices and the impact of human resource planning and its outcome was as follows;

Table 4:4: Human resource planning and staff acquisition

Statement	Percentage (%)			Mean	Standard Deviation
	SD&D	N	SA&A		
The CPSB effectively plans for staff needs.	00%	20%	80%	3.70	.785
Human resource planning aligns with the county's strategic objectives.	00%	30%	70%	3.80	.877
The county government identifies future staffing needs well in advance.	20%	10%	70%	2.80	.985
Workforce planning considers the qualifications of existing staff.	00%	00%	100%	3.70	.785
The CPSB reviews staff competency levels regularly.	10%	10%	80%	3.00	1.006
Human resource planning takes into account emerging skills and technologies.	20%	10%	70%	3.70	.785
The CPSB forecasts future human resource needs accurately.	20%	20%	60%	3.60	.922
Human resource planning includes effective training and development programs.	20%	30%	50%	3.70	1.106

Source: Research Data (2025)

The study indicates that the CPSB effectively planned for staff needs on a mean of 3.70 and standard deviation of 0.785. Findings showed human resource planning aligned with the county's strategic objectives which registered a mean of 3.80 and standard deviation of 0.877 and that the county government identified future staffing needs well in advance showing a mean of 2.80 and standard deviation of 0.985. Results indicated that the workforce planning considered the qualifications of existing staff with a mean of 3.70 and a standard deviation 0.785. The findings also show that the CPSB reviewed staff competency levels regularly on a mean of 3.00 and standard deviation of 1.006. Additionally, the study indicated that human resource planning took into account emerging skills and technologies on mean of 3.70 and standard deviation of 0.785 with the outcome indicating the CPSB forecasts future human resource needs accurately on mean of 3.60 and standard deviation of 0.922. Furthermore results revealed human resource planning included effective training and development programs with mean of 3.70 and standard deviation of 1.106.

This disclosed that CPSBs effectively plans for staff needs and the planning is aligned with the county's strategic objectives with the workforce planning considering the qualifications of existing staff and confirmed that they meet their future human resource requirement. The county governments also ensured that human resource planning takes into account emerging skills and technologies and that it included effective training and development programs in its human resource planning.

On the other hand, while the CPSBs effectively planning for staff needs, aligning with the county's strategic objectives and taking into account emerging skills and technologies would have the highest influence in staff acquisition in county

governments in Kenya, the county governments did not well identify of future staffing needs well in advance and CPSBs did not review staff competency levels regularly.

On the other hand, the gaps in human resource planning that were observed in counties included poor approaches induction, training and succession management plan, lack of policy to address inter-county transfers and lack of approved staff establishment, recruitment does not address staff need and poor departmental planning has also been establish. Most of the respondents also felt that recruitment was not done on time due to budgetary constraints that hampered succession management, labour unrest especially by health workers. Furthermore, the study identified gaps indicated that the HR policies were not being effectively executed by both the boards and the various departments. Finally, there were inadequate training programs for the staff due to lack of capacity building plans and inadequate funds. To guarantee that the optimization of staffing levels in county governments, there should be constant consultation and coordinated planning between the boards and county departments. The boards should at all times ensure the wage-bill does not exceed the required 35% of the total county budget. The study also indicated that in order to maintain right number of staff, boards should be guided by the approved staff establishment and the Annual Recruitment Plan.

On what improvements can be made in forecasting future staffing needs, the findings showed that that most participants felt that the counties should develop and maintain human resource information system that clearly display analysis of staff data in terms of gender, age, competencies and equity that informs on the staffing needs and conduct staff skills audit and align HR planning to succession management.

The study had sought to establish that Kenyan county governments' hiring practices and the impact of human resource planning. The findings showed a strong correlation

between staff acquisition and human resource planning in county governments in Kenya. Results indicated a low but positive correlation between human resource planning and staff acquisition in Kenya's county governments. The results support earlier findings by Ubah and Ibrahim (2021) that established that effective human resource planning, particularly regarding the workforce demand projection and recruitment and selection, enables institutions to attract the right talent in appropriate quantities, enhancing employee expertise, talents, and abilities, thereby improving organizational performance. The outcomes are also in agreement with findings by Okwuse *et al* (2023) that established a connection between organizational performance and human resource planning while local Kipkoech (2022) also established a substantial, favourable, and statistically significant relationship between employee performance and recruitment and selection procedures. with Roba *et al* (2024) also concurring that strategic HR planning practices accounted for about 41.61% of the variance in service delivery.

The results also indicated that the CPSBs effectively planned for staff needs and the planning is aligned with the counties' strategic objectives with the workforce planning considering the qualifications of existing staff to ensure that it was able to meet their future human resource requirement. Devolved units should also make sure that personnel planning takes into account emerging skills and technologies and that it includes effective training and development programs in its human resource planning. Additionally, while the CPSBs effectively planning for staff needs, aligning with the county's strategic objectives and taking into account emerging skills and technologies would have the highest influence in staff acquisition in county governments in Kenya, the county governments did not well identify of future staffing needs well in advance and CPSBs did not review staff competency levels regularly.

4.3.3 Legal Framework Compliance

The third objective was to establish how legal framework compliance's impact staff acquisition in county governments in Kenya and the reaction was as follows:

Table 4:5: Legal Framework Compliance and Staff Acquisition

Statement	Percentage (%)			Mean	Standard Deviation
	SD&D	SD&D	SD&D		
The recruitment process complies with national labour laws.	20%	10%	70%	4.00	1.190
The CPSB adheres to the Public Service Commission regulations.	10%	40%	50%	3.70	1.106
Legal procedures are followed during staff recruitment.	10%	10%	80%	4.40	.667
The CPSB complies with laws regarding gender balance and diversity.	20%	10%	70%	4.10	.949
There are mechanisms to ensure fairness and equality during recruitment.	20%	10%	70%	4.30	.644
Legal disputes regarding recruitment are rare in this county.	10%	10%	90%	3.70	1.194
The legal framework governing recruitment is well-understood by all stakeholders.	20%	10%	70%	3.40	.804
The CPSB seeks legal counsel to avoid legal risks during the recruitment process.	10%	10%	80%	4.00	1.190

Source: Research Data (2025)

The findings of the survey indicated that recruitment process complied with national labour laws on a mean of 4.00 and standard deviation of 1.190 showing that CPSBs adhered to the Public Service Commission regulations which registered a mean of 3.70 and standard deviation of 1.106. Results presented that legal procedures were followed during staff recruitment on a mean of 4.40 and standard deviation of 0.667. The study also showed that the CPSBs complied with laws regarding gender balance and diversity with mean of 4.10 and standard deviation of 0.949, there were mechanisms to ensure fairness and equality during recruitment which registered a mean of 4.30 and standard deviation of 0.644 and that legal disputes regarding recruitment were rare in the county registering a mean of 3.70 and standard deviation of 1.194. Additionally, results indicated the legal framework governing recruitment is understood by all parties involved with a mean of 3.40 and standard deviation of 0.804 and that the CPSBs sought legal counsel to avoid legal risks during the recruitment process which indicated a mean of 4.00 and standard deviation of 1.190.

This indicated that the recruitment process complied with national labour laws, the CPSBs adhered to the Public Service Commission regulations with the counties following legal procedures during staff recruitment with may complying with laws regarding gender balance and diversity. Additionally, the findings indicated that there were mechanisms to ensure fairness and equality during recruitment with legal disputes regarding recruitment rarely being experienced in the counties as most of stakeholders understanding the legal framework governing recruitment. To prevent any legal challenges in the recruitment process, the CPSBs from counties sought legal counsel.

Additionally, the results indicated that the recruitment process complying with national labour laws, following the legal process during staff recruitment and having

mechanisms to ensure fairness and equality during recruitment in addition to seeking legal counsel to avoid legal risks during the recruitment process would highly influence staff acquisition in county governments in Kenya.

On what legal challenges were encountered during the hiring procedure, most of the participants pointed out lack of employment equity plan and legal contestations arising from CHRMAC decisions. The results indicated that the CPSBs ensured compliance with legal frameworks through conducting compliance audit and reporting to County Assembly on their executions, ensuring the 30% youth and either gender, diversity, 5% PLWDs and by ensuring all the legal frameworks are adhered to continuous sensitization and follow the due procedures when carrying the recruitment. The results also indicated that the measures that could be taken to improve adherence to legal requirements during recruitment, adherence to the compliance audit recommendations, sensitize community on online applications and enhance oversight by relevant agencies such EACC, PSC and county assemblies.

The findings showed a noteworthy correlation between legal framework compliance and staff acquisition in county governments in Kenya. The study also indicated moderate but favourable association between legal framework compliance and staff acquisition in county governments in Kenya. The results supported findings by Kitonga *et al* (2021) that established that the legal framework played a crucial role in fostering positive outcomes on recruitment and selection, suggesting that improvements in legal frameworks were necessary for effective recruitment and selection practices

The results also indicated that the recruitment process complied with national labour laws, the CPSB adhered to the Public Service Commission regulations with the

counties following legal procedures during staff recruitment with may complying with laws regarding gender balance, deliberate incorporation of PLWDs and mainstreaming diversity. Additionally, the findings indicated that there were mechanisms to ensure fairness and equality during recruitment with legal disputes regarding recruitment rarely being experienced in the counties as most of stakeholders understanding the legal framework governing recruitment. The importance of a robust legal framework as pointed out in the study also support findings by Erwin *et al* (2024) that legal regulations play a substantial role in establishing norms for various HR practices, including recruitment, training, compensation, and workplace equality. These further stresses the importance of the legal framework in the recruitment process and is consistent with the study findings that in order to prevent any legal challenges in the recruitment process the CPSBs from counties seek legal counsel. Additionally, the results indicated that the recruitment process complying with national labour laws, following the legal process during staff recruitment and having mechanisms to ensure fairness and equality during recruitment in additional to seeking legal counsel to avoid legal risks during the recruitment process would highly influence staff acquisition in county governments in Kenya.

4.3.4 Interview Process

The research aimed to determine the impact of interview process on staff acquisition in county governments in Kenya and the responses was as follows:

Table 4:6: Interview Process on Staff Acquisition

Statement	Percentage (%)			Mean	Standard Deviation
	SD&D	SD&D	SD&D		
The interview process is structured and standardized.	20%	10%	70%	3.00	1.573
Interview panels are trained on best practices for interviewing candidates.	10%	10%	90%	4.00	.671
The interview process allows candidates to demonstrate relevant skills.	20%	30%	50%	4.44	.689
Interviewers use clear and objective criteria to assess candidates.	10%	10%	80%	4.00	1.190
The interview process is free from biases.	10%	10%	90%	4.10	1.050
Feedback from interviews is provided to candidates in a timely manner.	20%	30%	50%	3.50	1.211
The CPSB interview process reflects the needs of the county's departments.	10%	10%	80%	3.80	1.083
The CPSB seeks legal counsel to avoid legal risks during the recruitment process.	20%	20%	60%	3.50	1.440

Source: Research Data (2025)

There was a feeling that the interview processes may not be well structured and standardized with the results registering mean of 3.00 and standard deviation of 1.573.

Results showed that interview panelists were trained on best practices for

interviewing candidates which indicated a mean of 4.00 and standard deviation of 0.671. Respondents felt that the interviews process allowed candidates to demonstrate relevant skills which registered a mean of 4.44 and standard deviation of 0.689. Furthermore, it showed that interviewers used clear and objective criteria to assess candidates indicating mean of 4.00 and standard deviation of 1.190. The results also indicated that the interviews processes were free from biases registering mean of 4.10 and standard deviation of 1.050. The results also showed that feedback from interviews was provided to candidates in a timely manner with a mean of 3.50 and a standard deviation of 1.211. Additionally, the results showed that the CPSBs interview processes reflected the needs of the county's departments registering a mean of 3.80 and a standard deviation of 1.083. and that CPSBs sought legal counsel to avoid legal risks during the recruitment process on a mean of 3.50 and standard deviation of 1.440.

The result showed that the interview panelists were trained on best practices for interviewing candidates, the interview process allowed candidates to demonstrate relevant skills, the interviews used clear and objective criteria to assess candidates with the process being free from biases with the CPSBs interview process being seen to reflect the needs of the county's departments in terms of human resource,

Additionally, the interview panelists being well trained on best practices for interviewing candidates, the process allowing candidates to demonstrate relevant skills, the interviewers using clear and objective criteria to assess candidates would highly influence staff acquisition county governments in Kenya. Lastly, providing feedback from interviews in a timely manner also highly affected the acquisition county governments in Kenya.

Most of the respondents highlighted that the aspects of the recruitment process that was found most effective was shortlisting, Strict adherence to time-lines and trainings of interview panels, advertisement, ensuring the law is followed to the letter and seeking guidelines and the physical appearance by the interviewees.

A very large percentage of respondents felt that the interview process could be improved to ensure the best candidate is selected, the interview questions to be tailored in a manner that can to test on the knowledge, skills and aptitudes., ensure transparency in the process and ensure that the panel have technical team in the panel. There is also need to update the online system to include more information such as location up to village level, ensure that regional balance is adhered to, allow attachment of documents to enable only those who meet the minimum requirements to be shortlisted. Additionally, the interview process could be improved through improved transparency, incorporating senior technical officers from user departments in the panels, ensuring that the results clearly guarantee merit and utilising both physical and virtual platforms.

Some of the challenges that been observed in the interview included candidates lacking understanding of legal framework that guide their professional conduct, presentation of fake academic papers, some shortlisted candidates from other counties not appearing for interviews and cases of fraudsters taking advantage of gullible job seekers. Additionally, many of the respondents felt that vacancies attracted a large number of applicants for few job opportunities and at times, failure to give the feedback in time.

The findings showed a noteworthy correlation between legal framework compliance and staff acquisition in county governments in Kenya. The research further identified

a moderate yet positive relationship between the interview process and the recruitment of personnel within devolved government structures in Kenya. The result highlights the significant importance of proper interviews in the recruitment process supporting study by Oyadiran *et al* (2023) that established a significant positive effect on both employee selections but also on overall organizational performance.

The results also indicated that interview panelists were trained on best interviewing skills. The interview process allowed candidates to demonstrate relevant skills. The interviews used clear and objective criteria to assess candidates with the process being free from biases with the CPSBs interview process being seen to reflect the needs of the county's departments in terms of human resource needs. These results are consistent with findings by Ogunsola (2023) that the interview procedure for applicants made the most significant and statistically unique effect to predicting performance in the organization as it is critical in selecting the most appropriate staff for various positions.

Additionally, the interview panelists being well trained on best practices for interviewing candidates, the process allowing candidates to demonstrate relevant skills, the interviewers using clear and objective criteria to assess candidates would highly influence staff acquisition county governments in Kenya. Lastly, providing feedback from interviews in a timely manner also highly affected the acquisition county governments in Kenya

4.3.5 Staff Acquisition

The research had sought to establish staff acquisition factors in county governments in Kenya and the following was the response.

Table 4:7: Staff acquisition factors in county governments in Kenya.

Statement	Percentage (%)			Mean	Standard Deviation
	SD&D	SD&D	SD&D		
Staff acquisition is aligned with the county’s human resource needs.	10%	00%	90%	3.70	1.106
The CPSB recruits staff with the necessary qualifications for county jobs.	10%	10%	80%	4.00	1.006
The CPSB staff acquisition process is efficient and timely.	10%	10%	80%	4.00	.636
Staff acquisition addresses the county’s long-term strategic objectives.	20%	10%%	70%	4.00	1.006
The acquired staff positively contribute to improved service delivery.	20%	30%	60%	4.20	.603
CPSB ensures that the staff hired meet the job requirements.	00%	00%	100%	4.60	.493
The CPSB recruits staff with the necessary qualifications for county jobs.	00%	30%	70%	3.90	1.050
Staff acquisition is aligned with the county’s human resource needs.	00%	10%	90%	4.00	1.006

Source: Research Data (2025)

The study indicated that staff acquisition was aligned with the county’s human resource needs which registered a mean of 3.70 and standard deviation of 1.106., the CPSBs recruit staff with the necessary qualifications for county jobs with a mean of 4.00 and standard deviation of 1.006 and that the CPSBs’ staff acquisition process was efficient and timely which registered a mean of 4.00 and standard deviation of

0.636. The results also revealed that staff acquisition addressed the county's long-term strategic objectives with mean of 4.00 and standard deviation of 1.006 and that the acquired staff positively contributed to improved service delivery with a mean of 4.20 and standard deviation of 0.603. Furthermore, these results revealed that CPSBs ensured that the staff hired meet the job requirements which indicated a mean of 4.60 and a standard deviation of 0.493 and that the CPSBs recruited staff with the necessary qualifications for county jobs on a mean of 3.90 and standard deviation of 1.050. In addition, the study indicated that staff acquisition at the counties were aligned with the county's human resource needs registering a mean of 4.00 and standard deviation of 1.006.

This showed that CPSBs recruited staff with the necessary qualifications for county jobs, the staff acquisition process was efficient and timely with the acquisition seen to be addressing the county's long-term strategic objectives as the acquired staff positively contributed to improved service delivery in the counties. The CPSBs at the counties have ensured that the staff hired met the job requirements and that the staff acquisition process was aligned with the county's human resource needs.

CPSBs ensuring that the staff hired meet the job requirements, followed by the acquired staff positively contribute to improved service delivery in addition to CPSBs recruiting staff with the necessary qualifications for county jobs, the process being efficient and timely with ability to addresses the county's long-term strategic objectives while being aligned with the county's human resource needs was critical to staff acquisition in the county governments in Kenya. There was need for more emphasis on making sure that the process aligned with the county's human resource

needs and that the staff with the necessary qualifications were selected for the available job opportunities at the counties.

4.4 Diagnostic Analysis

Prior to doing the regression tests, the study also conducted a diagnostic test. This was done to make that the model's presumptions were true. The collinearity tests used in the study are explained as follows.

4.4.1 Collinearity Test

To ensure that a linear relationship does not exist among the predictor variables in this study, Variance Inflation Factors (VIF) were utilized. Low correlation between predictor variables is shown by a VIF value of 1, whilst significant correlation between predictor variables is shown by a value greater than 5 (Frost, 2020).

Table 4:8: Collinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Recruitment process	.231	3.532
Human Resource Planning	.172	4.027
Legal Framework Compliance	.341	2.935
Interview Process	.393	2.685

Source: Research Data (2025)

From Table 4.9 above, Recruitment process, Human Resource Planning, Legal Framework Compliance, Interview Process and Recruitment process have a VIF of 3.532, 4.027, 2.935 and 2.685 respectively. This implies that there is no correlation

among independent variables, therefore regression analysis could be applied to the data. Furthermore, there is no collinearity-induced inflation of the predicted regression coefficient, as evidenced by all the variables that are smaller than 5.

4.5 Inferential Analysis

Estimates and hypothesis testing were aided by inferential statistical analysis. The observed data set was presumed to be a sample of the study population. Inferential statistics was utilized as a parametric statistical test to draw conclusions regarding the population parameters and distributions from which the data was derived. The methodology comprised regression analysis, which included the regression coefficient, model summary, and analysis of variance (ANOVA), as well as correlation analysis. (Kimeu, 2018).

4.5.1 Correlation Analysis

The research employed correlation analysis, a statistical method utilized to determine the relationship between two variables and assess the strength of their linear connection (Senthilnathan, 2019). The degree of change in staff acquisition in Kenyan county governments as a result of modifications to the hiring procedure, human resource planning, adherence to legal requirements, and interviewing process was calculated with the use of correlation analysis.

Table 4:9: Correlation Analysis

		Staff Acquisition	Recruitment process	Human Resource Planning	Legal Framework Compliance	Interview Process
Staff Acquisition	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	90				
Recruitment process	Pearson Correlation	.433**	1			
	Sig. (2-tailed)	.000				
	N	90	90			
Human Resource Planning	Pearson Correlation	.397**	.673**	1		
	Sig. (2-tailed)	.000	.000			
	N	90	90	90		
Legal Framework Compliance	Pearson Correlation	.609**	.655**	.649**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	90	90	90	90	
Interview Process	Pearson Correlation	.634**	.297**	.479**	.727**	1
	Sig. (2-tailed)	.000	.005	.000	.000	
	N	90	90	90	90	90
**. Correlation is significant at the 0.01 level (2-tailed).						
**.						

Source: Research Data (2025)

According to the correlation analysis's findings, Kenyan county governments' hiring practices and staff acquisition have a weakly positive link ($r=.433$); recruitment process was also found to have a substantial connection with Staff acquisition in county governments in Kenya ($\text{Sig}=.000<.05$). The results of the correlation analysis

also indicate a low positive relationship between Human Resource Planning and Staff acquisition in county governments in Kenya ($r=.397$); Human Resource Planning was also found to have a substantial relationship with Staff acquisition in county governments in Kenya ($\text{Sig}=.000<.05$).

Furthermore, the results of correlation analysis show a somewhat favourable association between legal framework compliance and Staff acquisition in county governments in Kenya ($r=.709$); legal framework compliance had significant relationship with Staff acquisition in county governments in Kenya ($\text{Sig}=.000<.05$).

The results of correlation analysis also show a poor correlation between the interview procedure and staff acquisition in county governments in Kenya ($r=.634$); interview process was also discovered to have a substantial connection with Staff acquisition in county governments in Kenya ($\text{Sig}=.000<.05$).

4.5.2 Regression Analysis

Statistical method used to illustrate the relationship between two or more variables is Regression Analysis. It analyses the connection between dependent variable and independent variables. Regression analysis seeks to determine the key factors that significantly influence changes in dependent variable or variables as a result of variations in independent variable or variables (Sarstedt and Mooi, 2014). Findings included the Linear Regression Analysis to show individual variable effect of staff acquisition factors (recruitment process, human resource planning, legal framework compliance, interview process and recruitment process) on Staff acquisition in devolved government in Kenya. Multi-linear regression analysis facilitated the determination of the impact of staff acquisition factors on the recruitment of personnel within county governments in Kenya. The results of regression analysis were as follows:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.533 ^a	.488	.178	.49204		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.922	1	4.922	20.330	.000 ^b
	Residual	21.305	88	.242		
	Total	26.227	89			
a. Dependent Variable: Staff Acquisition						
b. Predictors: (Constant), Recruitment process						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.750	.515		3.395	.001
	Recruitment Process	.563	.125	.433	4.509	.000

Source: Research Data (2025)

The coefficient determinant (R Squared) of .488 suggests that 48.8% of the changes in staff acquisition in county governments in Kenya are as a result of recruitment process factors. Additionally, 52.2% is ascribed to additional elements not covered in the study, aside from those related to the county governments' hiring procedures.

Additionally, the study used the Analysis of Variance (ANOVA) test to determine the statistical significance of the regression model. According to the results of the ANOVA test, the model above is statistically significant in describing the relationship between the hiring process and staff acquisition in Kenyan county governments, as evidenced by a p-value of less than 0.05 (Sig=.000<.05). Additionally, the model's capacity to quantify the statistical fit between the hiring procedure and staff acquisition in Kenyan county governments was proved by the (F=20.330; 1, 88). $Y = 1.7501 + .563X_1$ is the regression equation that results from the coefficients in Table 4.11 above.

The following explanation applies to the above equation's results: Kenyan county governments will see a unit change in personnel acquisition for every unit change in the recruitment process of .563. The regression model ($\beta = 1.750$) is statistically significant (sig=.000<.05), according to the results. Furthermore, the findings demonstrated the statistical significance of the recruitment procedure (Sig=.000<.05).

Table 4:10: Human resource planning and staff acquisition

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.397 ^a	.358	.325	.50107		
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.132	1	4.132	16.457	.000 ^b
	Residual	22.095	88	.251		
	Total	26.227	89			
a. Dependent Variable: Staff Acquisition						
b. Predictors: (Constant), Human Resource Planning						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.789	.318		8.757	.000
	Human Resource Planning	.372	.092	.397	4.057	.000

Source: Research Data (2025)

The coefficient determinant (R Squared) of .358 suggests that 35.8% variation in staff acquisition in county governments in Kenya are clarified by considerations related to human resource planning. The other 64.2% is ascribed to additional elements not

included in the study other than human resource planning factors at county governments.

The study also utilized the Analysis of Variance (ANOVA) test to evaluate statistical significance of regression model. According to the results of the ANOVA test, the model above is statistically significant in describing relationship between staff acquisition and human resource planning in Kenyan county governments, with a p-value of less than 0.05 (Sig=.000<.05). The (F=16.457; 1, 88) also showed that the link between staff acquisition and human resource planning in Kenyan county administrations was measured by a statistically fit model.

Based on the coefficients in Table 4.11 above, the regression equation that is produced is:

$$Y = 2.789 + .372X_1$$

The above equation can be interpreted as follows:

A unit change of .372 in human resource planning will result in a unit change in staff acquisition in county governments in Kenya. The results also show that the regression model is statistically significant (sig=.000<.05) with $\beta = 2.789$. Additionally, the results demonstrate the statistical significance of human resource planning (Sig=.000<.05).

Table 4:11: Effect of legal framework compliance on staff acquisition

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.709 ^a	.555	.651	.32069		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.176	1	17.176	167.014	.000 ^b
	Residual	9.050	88	.103		
	Total	26.227	89			
a. Dependent Variable: Staff Acquisition						
b. Predictors: (Constant), Legal Framework Compliance						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.902	.247		3.652	.000
	Legal Framework Compliance	.804	.062	.809	12.923	.000

Source: Research Data (2025)

The coefficient determinant (R Squared) of .555 implies that 55.5% of the changes in staff acquisition in county governments in Kenya are explained by legal framework compliance factors. The other 44.5% is attributed to other factors not included in the study other than legal framework factors at the county governments.

The research additionally utilized the Analysis of Variance (ANOVA) test to evaluate the statistical significance of the regression model. The results of the ANOVA test demonstrate that the previously mentioned model is statistically significant in clarifying the connection between the legislative framework and personnel acquisition in Kenyan county governments, as evidenced by a p-value of less than

0.05(Sig=.000<.05). The (F=167.014; 1, 88)' The analysis further demonstrated that the model was statistically appropriate for assessing the relationship between the legal framework and staff acquisition within county governments in Kenya.

Based on the coefficients, the regression equation in Table 4.11 above is as follows:

$$Y = .902 + .804X_1$$

The equation presented above can be understood in the following manner:

Kenyan county governments' hiring practices will vary by one unit for every unit change in the legal framework (.804). Regression model ($\beta = .902$) is also statistically significant (sig=.000<.05), according to the results. Additionally, the results demonstrate the statistical significance of the legislative framework (Sig=.000<.05).

Table 4:12:Effect of interview process on staff acquisition

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.734 ^a	.596	.692	.30120	
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.243	1	18.243	201.082	.000 ^b
	Residual	7.984	88	.091		
	Total	26.227	89			
a. Dependent Variable: Staff Acquisition						
b. Predictors: (Constant), Interview Process						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.758	.166		10.614	.000
	Interview Process	.611	.043	.834	14.180	.000

Source: Research Data (2025)

The coefficient determinant (R Squared) of .596 implies that 59.6% of the changes in staff acquisition in county governments in Kenya are explained by interview process factors. A further 40.4% is ascribed to additional factors not examined in the study, aside from the Interview Process factors within the county governments. The study also utilized Analysis of Variance (ANOVA) test to assess whether the regression model is statistically significant. The output from the ANOVA test indicates a p-value which is less than 0.05 (Sig= .000< .05) which shows that the model presented above demonstrates statistical significance in elucidating the relationship between the variables the interview process and staff acquisition in county governments in Kenya in this study. The (F=201.082; 1, 88) as indicated in the analysis further demonstrated that the model was statistically appropriate for assessing the correlation between the interview process and staff acquisition within county governments in Kenya.

The regression equation derived from the coefficients presented in Table 4.11 is as follows:

$$Y = 1.758 + .611X_1$$

The equation presented above can be understood in the following manner:

A unit change of .611 in interview process will result in unit change in staff acquisition in county governments in Kenya. The results further demonstrate that the regression model ($\beta = 1.758$) holds statistical significance (sig=.000< .05). Additionally, The results indicate that the interview process (Sig = .000 < .05) holds statistical significance.

Table 4:13: Effects of staff acquisition factors on staff acquisition

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.906 ^a	.820	.812	.23534		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.519	4	5.380	97.131	.000 ^b
	Residual	4.708	85	.055		
	Total	26.227	89			
a. Dependent Variable: Staff Acquisition						
b. Predictors: (Constant), Recruitment Process, Human Resource Planning, Legal framework, Interview Process						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.762	.259		2.945	.004
	Recruitment Process	.176	.095	.135	1.850	.048
	Human Resource Planning	.269	.064	-.287	-4.206	.000
	Legal Framework Compliance	.484	.090	.488	5.361	.000
	Interview Process	.423	.053	.577	7.941	.000

Source: Research Data (2025)

The coefficient determinant (R Squared) of .438 implies that 43.8% of the changes in staff acquisition in county governments in Kenya are attributed to Staff Acquisition Factors (recruitment process, human resource planning, legal framework compliance and interview process). The other 56.2% as indicated in the findings can be ascribed to additional elements not encompassed in the study, aside from Staff Acquisition Factors (recruitment process, human resource planning, legal framework compliance and interview process).

The research employed the Analysis of Variance (ANOVA) test to evaluate the statistical significance of the regression model. The results from the ANOVA test reveal a p-value of less than 0.05 (Sig = .000 < .05), indicating that the aforementioned model is statistically significant in elucidating the relationship among the Staff Acquisition Factors (Recruitment process, Human Resource Planning, Legal Framework Compliance and Interview Process) and staff acquisition in county governments in Kenya in this study. The (F=21.425; 4, 110) also exhibited that the model was statistically fit to measure the relationship between Staff Acquisition Factors (Recruitment process, Human Resource Planning, Legal Framework Compliance and Interview Process) and the staff acquisition in county governments in Kenya.

The regression equation derived from coefficients presented in Table 4.11 is as follows:

$$Y = 0.762 + 0.176X_1 + 0.269X_2 + 0.484X_3 + 0.423X_4$$

The equation presented above can be understood in the following manner:

A unit change of .134 in recruitment process, .182 in human resource planning, .178 in legal framework compliance and .083 in interview process will result in a unit change in staff acquisition in county governments in Kenya. The results further

demonstrate that regression model ($\beta = .762$) holds statistical significance ($\text{sig} = .000 < .05$). Additionally, the data reveal that the verification of non-applicants ($\text{Sig} = .000 < .05$) is also statistically significant.

4.6 Qualitative Analysis

Many of the respondents felt that in order to enhance the transparency of the recruitment process and in order to ultimately get the most qualified staff for various positions, there was need for the recruitment process to be open for as many as possible to participate in. As much as there has been continuous improvement in the recruitment processes by CPSBs, a lot needed to be done in terms of transparency on the same and access to information when vacancies arise. One of the challenges encountered during recruitment in counties, notable was the interference by the politicians in the recruitment process.

“... politicians are always interfering with the recruitment process at the counties...” Chief Executive Officers

On human resource planning, the main issue raised by the respondents was the lack of adequate budgetary allocation to CPSBs to support human resource planning that has been observed in most of the counties. While the staff capacity gap was clear, the CPSBs weren't able to implement their plans in order ensure that the right number of staff is hired and a proper forecasting for future staffing needs because of low resource allocations.

“.....the county has a good human resource management plan; the problem is the political will to implement the plan....” Chairs of the CPSB in Kenya

Additionally, most of the respondents felt that, while the law provided that a third of the employees should be from either gender, 5% be reserved for PLWDs and 30% for

non-dominant communities, unfortunately this was not attained during most recruitments. CPSBs have no choice but ensure compliance with legal frameworks when recruiting the county governments. Where there was no proper recruitment process the process should have nullified in order to improve adherence to legal requirements during recruitment.

“..... CPSB should ensure compliance with legal frameworks when recruiting the county staff members.” Chief Executive Officers

Lastly on the response on interviews, most of the respondents felt that there was need to improve on the interview process to ensure the best candidate is selected through open knowledge and experience-based interviews rather than favouritism and political connectedness. It was noted that, unfortunately, there were instances when candidates who performed poorly were selected against those that performed better.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of multiple sections, which includes an examination of the research findings, a concluding summary, and recommendations based on the study. It addresses the restrictions that were faced while doing the study and provides insights for future research initiatives.

5.2 Summary of Findings

The objective of this study was to examine the influence of county public service boards on the recruitment of personnel within county governments in Kenya. Primary data was collected using structured questionnaire, descriptive were used and regression analysis was run for the data set. The study established all the staff acquisition factors of recruitment process, human resource planning, legal framework compliance, interview process and recruitment process had a significance influence on staff acquisition in county governments in Kenya.

5.2.1 Recruitment process and staff acquisition

Results showed a low but positive correlation between recruitment process and employee acquisition in county governments in Kenya. The results also indicated that CPSBs advertised job vacancies transparently, the job requirements were clearly stated in the recruitment advertisements, the recruitment process ensures equal opportunity for all candidates and selection process is merit-based and fair. The study's conclusions also revealed that selection process was merit-based and fair, recruitment processes attracted qualified candidates and the timeline were adequate and realistic. The results indicated that some of the challenges related recruitment

processes when conducting staff acquisition included political interference where appointments are not based merit and inclusion, worked against the minority communities, youth/women and PLWDs. Additionally, the recruitment process faced delays in implementing deployments by Executive after Board has made appointments with fraudsters prying on vulnerable job seekers

5.2.2 Human Resource Planning

The study also indicated moderate but favourable association between legal framework compliance and staff acquisition in county governments in Kenya. The study indicated that CPSBs effectively planned for staff needs with the planning aligning with the county's strategic objectives. Workforce planning considered qualifications and skills of existing staff to ensure that it was able to project future human resource requirement. Additionally, the devolved units also made sure that personnel planning takes into account emerging skills and technologies and that it includes effective training and development programs in its human resource planning. Additionally, CPSBs effectively planned for staff needs with the planning aligned with the counties' strategic objectives with the workforce planning considering the qualifications of existing staff and confirm that they meet their future human resource requirement. The county government also ensured that human resource planning took into account emerging skills and technologies and included effective training and development programs in its human resource planning.

5.2.3 Legal Framework

The study also indicated moderate but favourable association between legal framework compliance and staff acquisition in county governments in Kenya. The results also indicated that the recruitment process complied with national labour laws, the CPSBs adhered to the Public Service Commission regulations with the counties

adhering to laid down legal procedures during staff recruitment with may complying with laws regarding gender balance and diversity. The results indicated that the recruitment process complying with national labour laws, following the legal process during staff recruitment and having mechanisms to ensure fairness and equality during recruitment in additional to seeking legal counsel to avoid legal risks during the recruitment process would highly influence staff acquisition in county governments in Kenya

5.2.4 Interview Process

The findings showed a moderate correlation between legal framework compliance and staff acquisition in county governments in Kenya. The research further identified a moderate yet positive relationship between the interview process and the recruitment of personnel within devolved government structures in Kenya. The results also indicated that interview panelists are trained on best practices for interviewing candidates, the interview process allows candidates to demonstrate relevant skills, the interviews used clear and objective criteria to assess candidates with the process being free from biases with the CPSB interview process being seen to reflect the needs of the county's departments in terms of human resource.

5.3 Conclusion

5.3.1 Recruitment Process

CPSBs should conduct proper, thorough and credible recruitment process for any vacancies that arise in the counties with the advertisement not only published in newspapers with nationwide circulation but also the county governments' websites, social media platforms and public offices notice boards in order to ensure the widest circulation to reach as many potential candidates as possible in order to guarantee equal opportunity for all. Additionally, although the selection process in all the

counties appeared to be merit-based and fair, there was more that needed to be done to ensure that only the only most qualified are selected. The CPSBs should ensure that the recruitment process was not influenced by political patronage that may negatively hamper meritocracy in staff acquisition in county governments in Kenya making which may cast doubts on the integrity of the recruitment and its outcome.

5.3.2 Human Resource Planning

The CPSBs effectively plan for staff needs and ensure that the planning is aligned with the county's strategic objectives with the workforce planning considering the qualifications of existing staff to ensure that it is able to meet its future human resource requirement. Additionally, the county governments factor in the element of emerging skills and technologies in order to ensure that the County Governments effectively plan their human resource aligned with the changing public sector development and best global practices. Inability to identify of future staffing needs well in advance and CPSBs' failure to review staff competency levels regularly in order to identify skill and competency gaps continue to be a challenge to a number of counties and therefore proper resource budgeting is necessary in order to carry out these reviews.

5.3.3 Legal Framework Compliance

The county governments ensure that they comply with national labour laws, and county public service boards regulations during staff recruitment, paying attention to gender balance and diversity, to avoid legal disputes. The county public service boards in order to avoid any legal challenges, must constantly seek legal counsel before and during the recruitment process.

5.3.4 Interviews Process

The CPSBs are competent in conducting interviews with the panelists conducting interview processing the necessary skills and competency to conduct the interviews. The CPSBs also employ the best practices that only allow candidates to demonstrate relevant skills but meets the process objective. While, the interview process is done openly, there is need for timely feedback all applicants as this was highlighted to be critical to the staff acquisition county governments in Kenya.

5.4 Recommendations Policy and Practice

There is a need for CPSB to consider advertising on specialised job platforms tailored to specific roles they seek to hire, given that an appropriate recruiting platform can enhance efficiency. This will also broaden the scope of recruitment, reduce costs in the long term, and facilitate access to new generations of candidates who predominantly engage with online and social platforms. The recruitment strategies should be aligned with the organisation's strategic objectives and workforce needs. CPSBs regularly review and update recruitment practices based on data analysis and feedback. Additionally, there is a need to engage with the various departments and stakeholders throughout the recruitment process to ensure alignment and smooth implementation.

CPSBs and county departments should focus on accurately assessing the current workforce, forecasting future needs, developing robust succession plans and implementing effective performance management systems. Additionally, there is need for the CPSBs to prioritize diversity and inclusion in terms of skills, competence and generations in order to get a good pool of skill that can help them achieve their goals and objectives. The boards should also provide targeted training and development opportunities, and aligning HR strategies with overall county governments goals,

while considering the unique challenges of the public sector like budget constraints and political influences.

In addition to checking a candidates' work authorisation status before employing them, a proper background check of each applicant should be done before the recruiting process. The CPSBs should verify and authenticate with the relevant government agencies when certificates and related documents are presented, in order to ensure that only the candidates that comply with the required legal requirements are recruited by the boards. Additionally, the CPSBs should ensure compliance with all the public labour and employment regulations.

The CPSBs should consider a pre-hire assessment to better evaluate a candidate's abilities, which can also complement traditional interviews. In addition to considering experience, the boards can improve the process by asking questions for target actual performance results. Additionally, apart from adapting the best interview practices and guidelines, the CPSBs in various counties in Kenya should also establish a standard rating system that is able to peer review standardised questions and adopt standardised evaluation criteria.

5.5 Suggestions for Further Studies

There is a need to conduct a study on the effect of political interference on the recruitment process in county government in Kenya. Additionally, studies should be conducted on the strategies to overcome political interference in the recruitment process in county governments in Kenya.

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APPENDICES

Appendix I: Questionnaire

This Questionnaire is to collect data on **THE EFFECTIVENESS OF COUNTY PUBLIC SERVICE BOARD ON STAFF ACQUISITION IN KENYA**. Your participation will be handled with strictest confidence.

Section A: Demographic Information

1. What is sex? Male Female

2. What is your age bracket?
 - 18-25 26-35 36-45 46-55 Above 55
 - 0-2 years 3-5 years 6-10 years Above 10 years

3. What is your highest level of education?
 - Certificate/Diploma Bachelor’s Degree Master’s Degree
 - PhD Other (Specify) _____

Section B: Recruitment process

For each statement below, please rate the extent to which you agree with it, using the scale provided:

1 – Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 – Strongly Agree

Statement	1	2	3	4	5
The CPSB advertises job vacancies transparently.					
Job requirements are clearly stated in the recruitment advertisements.					
The recruitment process ensures equal opportunity for all candidates.					

The selection process is merit-based and fair.					
The recruitment process attracts qualified candidates.					
The recruitment timeline is adequate and realistic.					
The recruitment process is free from political influence.					
Feedback on recruitment outcomes is provided in a timely manner.					

What improvements would you suggest to enhance the transparency of the recruitment process?

How would you describe the fairness of the CPSB recruitment process?

What challenges have you encountered during recruitment in your county?

Section C: Human Resource Planning

For each statement below, please rate the extent to which you agree with it, using the scale provided:

1 – Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 – Strongly Agree

Statement	1	2	3	4	5
The CPSB effectively plans for staff needs.					
Human resource planning aligns with the county's strategic objectives.					
The county government identifies future staffing needs well in advance.					
Workforce planning considers the qualifications of existing staff.					

The CPSB reviews staff competency levels regularly.					
Human resource planning takes into account emerging skills and technologies.					
The CPSB forecasts future human resource needs accurately.					
Human resource planning includes effective training and development programs.					

What are some gaps in human resource planning that you have observed in your county?

How does the CPSB ensure that the right number of staff is hired?

What improvements can be made in forecasting future staffing needs?

Section D: Legal Framework Compliance

For each statement below, please rate the extent to which you agree with it, using the scale provided:

1 – Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 – Strongly Agree

Statement	1	2	3	4	5
The recruitment process complies with national labour laws.					
The CPSB adheres to the Public Service Commission regulations.					
Legal procedures are followed during staff recruitment.					
The CPSB complies with laws regarding gender balance and diversity.					
There are mechanisms to ensure fairness and equality during recruitment.					
Legal disputes regarding recruitment are rare in this county.					
The legal framework governing recruitment is well-understood by all stakeholders.					
The CPSB seeks legal counsel to avoid legal risks during the recruitment process.					

What legal challenges have you encountered in the recruitment process?

How effectively does the CPSB ensure compliance with legal frameworks?

What measures can be taken to improve adherence to legal requirements during recruitment?

Section E: Interview Process

For each statement below, please rate the extent to which you agree with it, using the scale provided:

1 – Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 – Strongly Agree

Statement	1	2	3	4	5
The interview process is fair and provides equal opportunity to all qualified application.					
Interview panels are trained on best practices for interviewing candidates.					
The interview process allows candidates to demonstrate relevant skills.					
Interviewers use clear and objective criteria to assess candidates.					
The interview process is free from biases.					
Feedback from interviews is provided to candidates in a timely manner.					
The CPSB interview process reflects the needs of the county’s departments.					
The CPSB seeks legal counsel to avoid legal risks during the recruitment process.					

What aspects of the interview process do you find most effective?

How could the interview process be improved to ensure the best candidate is selected?

What challenges have you observed in the interview process in your county?

Section F: Staff Acquisition

For each statement below, please rate the extent to which you agree with it, using the scale provided:

1 – Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 – Strongly Agree

Statement	1	2	3	4	5
The CPSB only recruits staff with right qualifications for county jobs.					
Staff acquisition is aligned with the county's human resource needs.					
The CPSB staff acquisition process is efficient and timely.					
Staff acquisition addresses the county's long-term strategic					

objectives.					
The acquired staff positively contribute to improved service delivery.					
CPSB ensures that the staff hired meet the job requirements.					
The CPSB recruits staff with the necessary qualifications for county jobs.					
Staff acquisition is aligned with the county's human resource needs.					

END

Thank you

Appendix II: Time Plan

ACTIVITY	TIME FRAME IN MONTHS				
	2024			2025	
	Oct	Nov	Dec	Jan	Feb
Proposal Submission					
Piloting the questionnaire					
Collecting Data					
Analyzing Data					
Prepare & Present first report					

Appendix III: Budget

#	Activity	No. of Items	Cost Per Item	Total Cost
1	Typing and Printing			20,000
2	Questionnaire Piloting			10,000
3	Stationary			12,000
4	Photocopying			5,000
5	Transport			10,000
6	Meals			5,000
7	Data Analysis			6,000
8	Airtime			3,000
9	Project Preparation			10,000
10	Publishing			5,000
11	Miscellaneous			8,000
Total				94,000

Appendix IV: Research Authorization letter from Graduate School



KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/CTY/32092/2016

DATE: 6th December, 2024

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR AMBROSE LOCHOKWE – REG. NO. C153/OL/CTY/32092/2016

I write to introduce **Ambrose Lochokwe** who is a Postgraduate Student of this University. The student is registered for MPPA degree programme in the **Department of Public Policy and Public Administration**.

Ambrose intends to conduct research for a MPPA Project Proposal entitled, “**Effectiveness of County Public Service Boards son Staff Acquisition by County Governments in Kenya.**”

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

EM/mo





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Internal Memo

FROM: Executive Dean, Graduate School

DATE: 6th December, 2024

TO: Ambrose Lochokwe
C/o Public Policy & Public Administration Dept.

REF: C153/OL/CTY/32092/2016

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 16th October, 2024 Entitled "Effectiveness of County Public Service Boards son Staff Acquisition by County Governments in Kenya."

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.

ELIJAH MUTUA
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Public Policy and Public Administration

Supervisors:

1. Dr. Wilson Muna
C/o Department of Public Policy and Public Administration
Kenyatta University

EM/mo


Transforming Higher Education... Enhancing Lives

Kenyatta University is ISO 9001:2015 Certified



Page 1 of 1

Appendix V: Research Permit from NACOSTI



REPUBLIC OF KENYA

RefNo: 127504

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 10/March/2025


RESEARCH LICENSE




This is to Certify that Mr.. AMBROSE LKUSULAN LOCHOKWE of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Marsabit on the topic: EFFECTIVENESS OF COUNTY PUBLIC SERVICE BOARD ON STAFF ACQUISITION IN KENYA for the period ending : 10/March/2026.

License No: NACOSTI/P/25/416551

127504
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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See overleaf for conditions