

**ANTECEDENTS OF SELECTION IN SERVICE
ORIENTED STATE CORPORATIONS IN KENYA**

FELISTUS VERONICA KITONGA

**DOCTOR OF PHILOSOPHY IN
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**Antecedents of Selection in Service Oriented State Corporations in
Kenya**

Felistus Veronica Kitonga

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the Degree of Doctor of Philosophy in Human Resource
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DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

Signature:.....Date.....

Felistus Veronica Kitonga

This thesis has been submitted for examination with our approval as the University Supervisors

Signature:Date:

Dr. Susan Were, PhD

JKUAT, Kenya

Signature: Date:

Dr. Pamela M. Getuno, PhD

JKUAT, Kenya

DEDICATION

This thesis is dedicated to my husband and children for supporting and understanding me when pursuing this course. To my colleague and friends for their encouragement and support they have shown me during my course.

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ABBREVIATIONS AND ACRONYMS

CIPD	Chartered Institute of Personnel and Development
CEO	Chief Executive Officer
EEO	Equal Employment Opportunity
EOP	Equal Opportunity Policy
HR	Human Resource
KSAQs	Knowledge, Skills, Abilities, or Other attributes
LPC	Least Preferred Co-worker
PSC	Public Service Commission
ROK	Republic of Kenya
SAP	Structured Adjustment Policy
TI	Texas Instruments
RBV	Resource Based View

DEFINITION OF OPERATIONAL TERMS

Antecedents	Cameron and Trivedi (2015) defined antecedents in the field of statistics, as a variable that explains the behavior of another subsequent variable, in the context of simple regression, antecedents will be the determinants of dependent variable.
Human Resource	McGaughey (2018) defined human resource is a set of people who make up the workforce of an organization, business sector, industry or economy.
Legal Framework	is a particular set of rules, ideas, or beliefs (Bastik et al, 2007).
Leadership Style	Newstrom and Davis (2015) defined leadership style as the manner and approach of providing direction, implementing plans, and motivating people.
Organizational Culture	Armstrong (2016) defined organizational culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done.
Population	Kasomo (2015) Defines population as any group of institutions, people or objectives that have a least one characteristic in common.
Selection	Is the process of obtaining a pool of potential candidates with the desired knowledge, skills and experience to allow an organization to select appropriate people to fill job vacancies against

defined position descriptions and specifications
(Sims, 2014)

Research Design

Is the conceptual structure within which research is conducted; it Constitutes the blueprint for the collection, measurement and analysis of data
(Mugenda, 2015)

Research philosophy

Saunders, Lewis and Thornhill (2015) defined research philosophy as a word linking to the development of knowledge and the nature of that knowledge.

Selection

Is concerned more with predicting which candidates will make the most appropriate contribution to the organization now and in the future (Hackett, 2014)

Validity

Is the point to which instrument measures that it was projected to evaluate (Kumar & Phrommathed, 2015)

ABSTRACT

The government of Kenya has been struggling to cut down the wage bill that takes approximately 11 per cent of the gross domestic product (GDP) and 52 per cent of domestic revenues annually. For this reason, selection in the public service including all state corporations was frozen in 2013 and new measures were announced to curtail spending. The unemployment rate in Kenya stayed unchanged between 2010 (50%) and the corresponding quarter of 2012 (50.2%). Between 2013 to 2018 Public Service Commission (PSC) experienced a higher unemployment rate that increased from 56% to 70% leading to challenges in succession management as most senior employees are about to retire in public sectors. This study therefore sought to determine the antecedents that influence selection in the organization, with a specific reference to Service State Corporations in Kenya. The study was guided by the following specific objectives in relation to selection:-human resource qualifications, leadership style, legal framework, organizational culture and political influence on selection. The study was underpinned by human capital theory, situational theory of leadership, equity approach theory and the resource based view theory. The study employed a descriptive cross sectional type of research design that enabled investigation of the various factors that influence selection. The study targeted 154 executives of Service State Corporations in Kenya. A stratified random sampling technique was used to achieve desired representation. Data was collected using structured questionnaires. A pilot test was carried out to establish the validity and reliability of the questionnaire. Reliability of the survey questionnaire was calculated according to Cronbach's alpha coefficient and in order to measure the validity of research, content validity was used. To analyze the collected data, descriptive and inferential statistics were used. Statistical software used was SPSS version 20. Results were presented using tables and pie charts. The findings of the study revealed a positive and significant relationship between human resource qualification and selection in Service State in Kenya ($\beta=729$, $p=.000<.05$). The results also showed a positive and significant relationship between leadership style and selection in Service State Corporation's in Kenya ($\beta=.696$, $p=000<.05$) Similarly, the Study found a positive and significant relationship between legal framework and selection in Service State Corporations in Kenya ($\beta=.872$, $p=000<.05$). The study further found that there was positive and significant relationship between organizational culture and selection in Service State Corporations in Kenya ($\beta=.796$, $p=000<.05$). Regarding the moderating effect of political influence, the study found that political influence moderates the relationship between legal framework, organizational culture and selection in Service State Corporations in Kenya ($p<.05$). However, political influence does not moderate the relationship between human resource qualifications and leadership style on selection in Service State Corporations in Kenya. It was concluded that since Human resource qualification, legal framework and leadership style have significant positive influence on selection, then proper measures should be put in place on improving these factors for proper selection process to take place. The study recommends enacting policies that support strategic employee selection and skill management to boost retention in Kenyan state corporations. It concludes that HR qualifications significantly influence employee selection.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The study focused on examining the antecedents of selection in service oriented State Corporation in Kenya. It presented the background of the study of antecedents of selection from global, regional and Kenya perspective and information about State Corporations in Kenya. The chapter further discussed the statement of problem, the research objectives, research hypotheses, the justification of the study, and scope of the study and limitation of the study. In service-oriented State Corporations, employee selection is profoundly shaped by a range of antecedents that collectively influence the quality and sustainability of human capital decisions. One key antecedent is human resource qualifications, which determine the technical competence and strategic fit of candidates within service institutions. Well-qualified HR professionals are more adept at aligning recruitment criteria with organizational goals, promoting merit-based and competency-driven selection processes (Armstrong & Taylor, 2023).

Leadership style also plays a pivotal role. Transformational leaders, for example, are more likely to emphasize the selection of innovative and adaptable personnel who align with the organization's long-term vision. In contrast, transactional leaders may prioritize operational efficiency and short-term results, which can shape the profile of recruits (Northouse, 2021). The legal framework within which these corporations operate further influences selection practices. Employment laws in Kenya, such as the Employment Act (2007), emphasize non-discrimination, fair competition, and procedural fairness, thereby imposing legal checks that constrain arbitrary or biased recruitment (Republic of Kenya, 2007). The function of selection involves a variety of human resource activities, including the analysis of the labour market, long-term planning, procurement, interviewing and testing. The selection process is; however, not without problems. Retaining quality workers is challenging as a result of recent phenomena such as skills shortages, employee mobility and the expected retirement

of baby boomers in the near future (Masibigiri & Nienaber, 2015). These phenomena negatively affect organizations' ability to create and maintain their competitive advantage in the labour market. This situation will worsen if organizations do not handle the aforementioned dilemmas properly (Masibigiri & Nienaber, 2015).

Without a highly skilled and qualified labour force, an organization is destined to achieve mediocre performance. For this reason the selection of human capital is a critical human resource function (Grobler, Wärnich, Carrell, Elbert & Hatfield, 2015). Human resource management, the overarching function of selection, does not function in isolation as it did in the past but currently operates in conjunction with the management and decision processes within the economy (Van Rensburg, Basson & Carrim, 2017). As a result of human resource management's crucial role in an organization, the procurement of a suitable labour force has become part of an organization's business strategy (Grobler *et al.*, 2016).

Additionally, organizational culture deeply affects how selection is conducted, especially in service-oriented environments where interpersonal skills, client engagement, and ethical standards are essential. A culture that values transparency, service excellence, and inclusivity will naturally gravitate toward recruiting individuals who embody these values (Schein & Schein, 2019). However, in the public sector, political influence often disrupts meritocratic selection. Patronage, tribal affiliations, and political loyalty can override competence, undermining the effectiveness of HR systems (Ong'anya & Odiemo, 2021). These political dynamics complicate the role of HR professionals, often pressuring them to make decisions that serve political interests rather than institutional needs. Hence, the interplay of these antecedents HR qualifications, leadership, legal structures, organizational culture, and politics significantly shapes the effectiveness of employee selection in Kenya's state-run service corporations.

1.1.1 Global Perceptive of Antecedents of Selection

Managers in European international may be judged not only by their culture sensitivity, the ability to understand the country and adapt their behavior as necessary

but also their capacity to lead multinational teams. The selection process should aim to establish the extent to which candidates can exercise leadership in situations of cultural and ethnic diversity. Nyamnjoh (2017), remarked that the 'national cake' diminishes with the worsening economic crisis, corruption, mass misery and ethnicity, making it more elusive for the bulk of small people to claim the same benefits from their connections with the big or the not so big men and women of power, one can legitimately wonder just how much longer the system can continue to deflate the disaffected.

In recruiting and selecting international managers, Sparrow (2016) noted that the recruiting firms consider the following factors in rank order: technical competence; previous achievements in the home country; language skills; motivation; stress resistance; goal-orientated personality and communication skills. Sparrow (2016) added to that list relational abilities, adaptability and flexibility, where he commented that successful achievement – orientated managers in their home country can easily fail abroad if they lack these qualities. The public sector of Bangladesh identifies that in the public sector the HR departments are weak especially the department of selection. It is also referred as an administrative department which takes care of the employees of the government organizations. The HR department does not do proper job analysis, which leads to poor job description and thus the problem of hiring the right candidate for the job as proper job analysis is not done so leads to issue of selection in the public sector organizations Rehman (2017).

Rehman (2017) identified the important of HR practices and selecting the right person for the job. The research shed light on accurate job analysis for selecting the right candidate for the right job, which was completely ignored in public sector of Pakistan according to his findings. He further said that selection of the employees should be done in accordance with the requirement of the job. At the same time the Employment Equity Act of 1998 (Republic of Pakistan, 1998) has disrupted the freedom of choice in the employee selection process by accelerating a law-driven need to appoint certain ethnic groups at the expense of other groups (Nzukuma & Bussin, 2018).

Effective HR qualifications that incorporate structured job analysis and competency mapping have been shown to improve selection accuracy and reduce turnover (Bratton & Gold, 2017). Similarly, leadership style particularly transformational leadership has a positive correlation with employee engagement and retention through its influence on talent acquisition and motivation (Bass & Riggio, 2022). The legal environment, as shaped by employment equity and anti-discrimination laws, directly affects who is eligible for selection and how retention strategies can be aligned with compliance (Nzukuma & Bussin, 2018). Organizational culture also mediates selection and retention by reinforcing values and behavioral expectations that influence long-term employee satisfaction (Cameron & Quinn, 2021). Political interference, on the other hand, often weakens selection systems through nepotism and non-meritocratic practices, leading to demotivation and higher attrition rates (Ong'anya & Odiemo, 2021). These findings highlight the intricate linkage between the selection antecedents and retention outcomes in service-oriented state corporations and international organizations alike.

1.1.2 Regional Perceptive of Antecedents of Selection

Institutions in Tanzania carrying out selection function of local staff have been changing from centralized to decentralized institutions. This alternation can be traced back from the time of independence when the government adopted centralized selection system through man power allocation committee which allocated graduates from universities and schools to different region of the country (Shangali, 2017). Centralized man power allocation committee in Tanzania did not deliver the expected results leading to its poor performance, in 1982 the selection function was shifted to local government service commission which was established in 1982 for the purpose of recruiting local civil servants (Munga *et al.*, 2015).

The public sector of Rwanda the administrative positions at all levels are advertised externally and applicants are not discouraged. Measuring the results of recruiting efforts is therefore, the best way to determine the success of recruiting program, says Steve Lyle the Director of worldwide stuffing for Texas Instruments (TI). Not only does an organization track traditional measure such as hiring cycle time and cost-to-

hire, to ensure productivity, it also uses quality metrics to determine whether it is getting the right talent for the right job. Hiring the right person for example requires linking selection strategies to organizational needs (Hendon, 2018). The selection of employees is vital to the successful delivery of any organization's mandate. In Rwanda to select the right candidates, the organization's culture must be well managed to retain these workers and maintain a return on investment in their training and development (Tanov, 2017). Tanov noted that hiring the right persons requires legislation like employment equity which must be fulfilled. The profitability and survival of an organization usually depends on the caliber of its employees (Wickramasinghe, 2016). Taylor (2015), defined selection as an activity which generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected.

In Uganda local governments especially, "urban local governments" their regulations regarding selection are followed in a right manner. However the compliance of Human resource related rules is actually shallow (Baguma & Rubare, 2015). Uganda government personnel selection board is organized and the regulated procedure of recruiting the regular staff is followed under the board, but the board members are not involved substantially in the actual selection judgment. All they do is sign the form prepared by the chief executive office. Usually, some applicants are not hired not because they do not qualified, as long as the applicants meet the required qualification, the decision is based on political factors rather than objective criteria (Bitarabeho, 2015).

In Tanzania, efforts to decentralize the selection function have encountered mixed outcomes. While decentralization was intended to promote responsiveness and autonomy in staffing, Mcharo (2024) found that many local authorities still lack the technical capacity and strategic planning skills to independently manage recruitment processes. Kimaro and Mwakyusa (2023) further indicated that although decentralization improved service access in regions like Ilala and Geita, weak managerial leadership and limited HR competencies undermined selection quality.

These shortcomings reflect the lingering dependence on central government influence and the underdevelopment of institutional HR capacity at the local level.

Similarly, in Rwanda, selection practices have progressively embraced merit-based systems, with external job advertisements and transparent processes. Research by Uwineza and Niyonsenga (2023) highlighted that well-structured HR practices, particularly accurate job analysis and skill-based selection, significantly enhanced employee performance in Muhanga District. Nonetheless, Tanov's (2022) study emphasized that without proper organizational culture and support structures, even well-selected employees face challenges in sustaining productivity, which reduces return on investment in training and development. In Uganda, however, selection processes in urban local governments continue to be heavily influenced by political patronage. Despite the existence of formal boards, Bitarabeho (2023) reported that key recruitment decisions are often pre-determined by chief executive offices, with board members merely endorsing outcomes. This practice undermines compliance with objective criteria and demotivates qualified applicants, as noted by Baguma and Rubare (2024), who found that political considerations, rather than merit, remain the dominant influence in civil service hiring at the local government level.

1.1.3 Kenya Perceptive of Antecedents of Selection

In Kenya selection is a core process in Human resource management as it serves to provide an organization with staff in sufficient numbers and with appropriate qualities. Employees are the greatest asset of any organization, for an organization to shine; it depends on the competence and professional attitude of the employees (Nzuve, 2010). Recruiting the right person for the right job is working whether private or public organization, thus selection process becomes most integral, if done in an organized way it leads to selection of right candidates. This is not the case in Service State Corporation whereby selection is influenced by political affiliation and leadership style. An applicants may have qualification but miss the appointment of the job due to unethical practices as well (ROK, 2018).

There were several factors which influence selection efforts like organizational reputation, attractiveness of the job, and cost of recruiting, recruiting goals and recruiting philosophy (Sims, 2017). Shandu (2016), stated that selection and malpractices have revealed the lack of detailed government policies and procedures to inform the objective, fair, equitable and responsible application of selection practices. The Service State Corporations have failed to consider what skills, competencies and traits are required of candidates for vacant posts before advertising.

1.1.4 Service State Corporations

State Corporation has various meanings as outlined in The State Corporations Act' Chapter 446 of the Laws of Kenya. First, it may be a corporate body established by or under an Act of parliament. Second, the president may by order establish a state corporation as a body corporate to perform the functions specified in the order. State corporations in Kenya have been classified in eight broad functional categories based on mandate and core functions. These are; Financial, Commercial/manufacturing, regulatory, public universities, training and research, service, regional development authorities, and tertiary education/training state corporations (ROK, 2015). According to Njiru (2018), the Kenya government forms state corporations to meet both commercial and social goals.

The role of state corporations in Kenya is to develop and maintain physical infrastructure for rapid and sustainable economic growth and poverty reduction; the delivery of government information, services, and processes that is integrated, accessible, and customized, creation of an enabling environment, development, promotion and diversification of high quality products and services; strengthening of tripartite mechanisms in industrial relations, empower all Kenyans including the marginalized groups; and maintenance of sustainable industrial harmony and employment (Njiru, 2018). According to Kobia and Mohammend (2019), the Government of Kenya also developed and launched the Strategy for Performance Improvement in the Public Service in 2001 which sought to increase productivity and improve service delivery.

1.2 Statement of the Problem

In Service State Corporations, the selection process is vital for ensuring the right individuals are chosen to lead and manage public resources effectively. Fairness and transparent selection process helps to build public trust, enhance organizational performance, and contribute to the overall development goals of the organization. The major problems human resource professionals face during selection process are identifying suitable candidates with the right skills, ensuring fair and unbiased selection of the candidates and managing high volume of applicants make human resource professionals face inefficiency and burnout. The effect of not solving the above problems can lead to increased selection expenses, labour turnover and lost productivity in the organization. The high level of unemployment in Kenya has not only resulted in brain drain but also in the pressure of over qualified people. However, the labour market has been flooded with high qualified and experienced people chasing few jobs that come on their way, hence causing challenges in Service State Corporations. As soon as these people get better jobs, they quit resulting in a high labour turnover and making the organization to go through another selection process (Cherono, 2015). In 2013, government of Kenya struggled to cut down the wage bill that takes 11 per cent of the gross domestic product (GDP) and 52 per cent of domestic revenues. For this reason, selection in the public service including all state corporations was frozen and new measures were announced to curtail spending. According to survey results released by Kenya Bureau of Statistics (ROK, 2015), the unemployment rate in Kenya stayed unchanged between 2010 (50%) and the corresponding quarter of 2012 (50.2%). Between 2013 to 2018 Public Service Commission (PSC) experienced a higher unemployment rate that increased from 56% to 70% leading to challenges in succession management as most senior employees are about to retire in public sectors. In Service State Corporations selection is done by board of directors headed by chairman and chief executive officer (CEO) being the secretary of the board leading to nepotism. A survey by Cherono *at el* (2015) noted that top management take advantage of their position to secure jobs to favour friends and relatives. This practice has resulted in qualified and potential candidates not applying for jobs as they see it as a waste of time.

1.3 Objectives of the Study

The Study was guided by both general and specific objectives.

1.3.1. The General Objective

The general objective of this study was to establish the antecedents of selection in service oriented State Corporation in Kenya.

1.3.2. Specific Objectives

The specific objectives of this study were to:

- i. Establish the influence of human resource qualifications on selection in Service State Corporations in Kenya.
- ii. Evaluate the influence of leadership style on selection in Service State Corporations in Kenya.
- iii. Analyze how legal framework influence selection in Service State Corporations in Kenya.
- iv. Examine how organizational culture influence selection in Service State Corporations in Kenya.
- v. Determine the moderating effect of political influence on the relationship between antecedents and selection in service oriented State Corporation in Kenya.

1.4 Research Hypotheses

H₀₁: Human resource qualifications have no statistically significant influence on selection in Service State Corporations in Kenya.

H₀₂: Leadership style has no statistically significant influence on selection in Service State Corporations in Kenya.

H₀₃: Legal framework has no statistically significant influence on selection in Service State Corporations in Kenya.

H04: Organizational culture has no statistically significant influence on selection in Service State Corporations in Kenya.

H05: Political influence has no significant moderating effect on the relationship between antecedents and selection in service oriented State Corporation in Kenya.

1.5 Justification of the Study

The study was benefitting the following bodies:

1.5.1 Republic of Kenya

The Kenya vision 2030 is a roadmap which is expected to move Kenya into a new economic platform. The findings of this study will be important in providing insight into economic growth, by providing empirical evidence so that policy and procedures on selection process are well managed that Service State Corporation can adopt.

1.5.2 Service State Corporation

The study sort to determine the antecedents of selection in Service State Corporations in Kenya and would be of great important to address the most critical factors pertaining to selection. It would also contribute to greater understanding on various challenges State Corporations in Kenya go through in trying to carry out selection.

1.5.3 Human Resource Practitioners

The study would be beneficial to the HR practice as selection is the main drive in HR Management. It would enlighten HR practitioners to make sound decisions about selection functions, based on right skills, abilities and attitudes, in line with the selection policies. Using the proposed models enabled the Practitioners to develop good strategies and make informed decisions. The managers were able to study the complexity of selection in details. They would be aware of the possible

consequences, the impact and values of proper selection processes on the firm and to determine alternative courses of action.

1.5.4 Researchers and Scholars

The study should be of great importance to the researcher and scholars as it gave both theoretical and practical experience on antecedents of selections. The study was a source of inspirations to other researchers in developing a more practical methodology. By implementing the results of this study, there was marked improvement on selection thus improving the general productivity leading to economic growth of this country.

1.6 Scope of the Study

There are many factors influencing selection: education, skills, age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities but this study would focus on human resource qualifications, leadership style, legal framework, organizational culture and political influence in Service State Corporations in Kenya. This is because poor service delivery and governance remains an overwhelming challenge in Service State Corporation in Kenya. According to Molaney (2015), it is very important to understand selection so that employees can be attractively with right skills and qualification into order to improve productivity and performance.

The study covered 25 Service State Corporations in Kenya with a population of 250 executives. It included board of directors, chairmen of the board, chief executives and human resource managers. The study analyzed both selection outcome in the Service State Corporations. The study undertook to research on issues within the scope addressed by research objectives. It reviewed the past activities explained by the literature review of the study.

1.7 Limitations of the Study

The study faced potential limitations related to respondent bias and access to sensitive data. Since selection processes in State Corporations often involve politically influenced or confidential decision-making, some respondents may have withheld complete information or provided socially desirable responses, thereby affecting the accuracy of the data. Additionally, the study relied on self-reported questionnaires, which may not have fully captured the informal practices or undocumented influences, such as nepotism or internal lobbying that affect selection outcomes.

Another anticipated limitation was the scope and generalizability of the findings. The study focused exclusively on service-oriented State Corporations, excluding manufacturing or regulatory agencies, which may operate under different HR structures. Furthermore, while the study employed a descriptive and correlational design, it did not explore causal relationships in depth, which may limit the ability to make definitive claims about the direction of influence between variables like political interference and selection practices. The use of cross-sectional data also meant the findings reflected a single point in time, rather than long-term trends.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked at the various existing literature on selection. It covered theoretical review, conceptual framework, critique of the literature, summary of literature and research gap. Literature review is an account of what has been published on a topic by accredited and researchers. It is the review of all relevant literature materials in the field of study. These literature sources can be books, newspapers, journal articles, audio-visual materials or even primary sources through interviews.

2.2 Theoretical Review

The theoretical orientation in this chapter aims to present a new framework for understanding selection in Service State Corporation in terms of multiple theoretical perspectives. Boxall, Purcell and Wright (2015) highlight five different questions an organization has to answer to have an effective selection strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What selection sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which Service State Corporations implement their employment policies. The study was underpinned by Human Capital Theory, Situational Theory of Leadership, Equity Approach Theory and The Resource Based View Theory.

2.2.1 Human Capital Theory

Human capital theory was formulated by Becker in 1962. The theory argued that individual workers have a set of skills or abilities which they can improve or accumulate through training and education. Human capital theory rests on the assumption that formal education is highly instrumental and necessary to improve the productive capacity of a population (Strober, 2010). According to him (Strober)

human capital theory is based on supply side economics where individuals in their education in expectation that their organisations will utilize their potential with a faster career path. The opportunity to develop knowledge or abilities specific to the workplace was taken into account in the initial formulations of human capital theory (Becker, 2009) and subsequently studied and documented for blue-collar workers (Topel, 2005; Felli & Harris, 2006).

Human capital theory further emphasizes that investment in education and experience enhances an individual's productivity and, consequently, their economic value to an organization. In the context of public sector recruitment, especially in service-oriented State Corporations, this theory suggests that selecting individuals with higher academic and professional qualifications should lead to greater efficiency, reduced errors, and improved service delivery (Psacharopoulos & Patrinos, 2018). Organizations that prioritize qualifications in the selection process are seen as optimizing their human capital by leveraging already acquired knowledge and skills, thus minimizing the need for extensive post-hire training. This supports a more strategic human resource planning approach where qualifications act as proxies for competence and adaptability, particularly in technical and administrative roles found in state-run service institutions (Oosthuizen, 2019). Human capital theory, therefore, supports the argument that selection based on educational attainment and relevant experience is not only a meritocratic practice but also an economically sound strategy for institutions seeking to maximize returns on employment.

Moreover, the theory is consistent with succession planning challenges in the public sector. As experienced professionals approach retirement, organizations must rely on the recruitment of individuals with transferable knowledge and prior exposure to similar work environments to sustain institutional performance (OECD, 2021). Human capital theory assumes that these individuals can bring immediate value with minimal induction, reducing the learning curve and ensuring continuity in public service delivery. In this regard, the selection process becomes a strategic tool for preserving organizational memory and enhancing institutional resilience. This further justifies the emphasis on human resource qualifications as a determinant of selection

decisions, especially in the face of rising unemployment and the oversupply of highly educated candidates in Kenya's labor market, which makes it both feasible and necessary to prioritize qualified applicants (Muriithi & Simiyu, 2022).

Filling the vacancy with someone who already works in the organizations realizes savings in the training costs associated with company specific functions. Consequents in those Service State Corporation where specific human capital is important for carrying out tasks, greater use of selection of blue-collar workers, relative to external hiring, is to be expected to consider qualifications as a key variable to selections. This theory supports qualifications variable by assuming that is a mechanism for taking advantage of specific investment already made in these models (Kahn & Huberman, 2017).

2.2.2 Situational Theory of Leadership

Situational theory of leadership was developed by Blanchard in 1969. The theory argued that the most effective leadership style is contingent upon the situation and the maturity level of the follower. This theory of leadership work on the assumption that the most effective style of leadership changes from situation to situation. Fiedler (1996) developed the contingency model of leadership effectiveness. Leadership style is measured by the Least Preferred Co-worker Scale (LPC), an instrument developed by Fiedler that assesses the degree of positive or negative feelings held by a person towards someone with whom he or she least prefers to work.

Fiedler proposes three factors which determine how favourable a leader's environment is, or the degree of situational favorableness. Leader-member relations refer to the degree of confidence, trust, and respect the followers have in their leader. Task structure refers to the extent to which the tasks that the followers are engaged in are structured. Position power refers to the power inherent in the leadership position. Generally, greater authority equals greater position power. These three factors determine how favourable the situation is for the leader. Good leader-member relations, high task structure, and strong position power may influence selection in

the organization while poor relations, low degree of structure and weak position power represent the least favourable situation.

The situational theory of leadership, as extended by Fiedler (1996), highlights the importance of aligning leadership style with the contextual environment in which decisions such as employee selection are made. In service-oriented State Corporations in Kenya, where recruitment decisions often involve multiple stakeholders and political considerations, the flexibility of leadership becomes essential. Leaders who are aware of the dynamics of their work environment, including trust levels with subordinates, the degree of clarity in job roles, and the formal power they hold, are better positioned to influence objective and strategic selection outcomes. This supports the idea that no single leadership style is universally effective across all recruitment contexts. In highly structured organizations with clear job descriptions and strong institutional frameworks, a task-oriented leadership approach may ensure compliance and efficiency in the selection process. Conversely, in ambiguous or politically charged contexts, a relationship-oriented leadership style may be more appropriate to balance competing interests and ensure organizational cohesion (Northouse, 2021).

Further, situational leadership theory points to the influence of a leader's adaptability on long-term human resource outcomes. Blanchard et al. (2013) propose that effective leaders adjust their style based on the maturity and competence of their team members. In the context of selection, this suggests that leaders who can assess the readiness of their recruitment committees or HR personnel are more likely to guide them in implementing transparent and strategic hiring decisions. Leaders must evaluate not only the technical needs of a vacant role but also the interpersonal and cultural dynamics within the organization to ensure a good fit between the candidate and the work environment. This theory supports the inclusion of leadership style as a critical antecedent in selection practices by framing leadership not as a fixed trait but as a variable shaped by circumstances, thereby emphasizing the need for situational awareness and strategic judgment in recruitment decisions, particularly within

politically influenced or rapidly evolving service corporations (Graeff, 1997; Hersey & Blanchard, 1988).

Fielder (1996) contends that a permissive, more lenient (relationship-oriented) style is best when the situation is moderately favourable or moderately unfavourable to selection. Fielder is not particularly optimistic that leaders can be trained successfully to change their preferred leadership style. He sees changing the favourableness of the situation as a better alternative. This theory supports leadership style variable by suggesting that when leaders can recognize the situations in which they are most successful, they can then begin to modify their own situations in selection in the organizations.

2.2.3 Equity Approach Theory

This theory was formulated by Adams in 1963. The theory argued that for companies to strive to adapt their equal opportunity policies (EOP) to their selection programs. Straw (2016) identified three levels of equal opportunity policies: Equal opportunity as equal chance (nondiscriminatory); Equal opportunity as equal access (fair procedures); Equal opportunity as an equal share (outcomes and positive action). Healy (2015) further provides a typology of organizations according to their approach to equal opportunity. Negative organizations are those that have no knowledge of EOP and also no knowledge of legislative requirements. This is based on the assumption that State Corporations do not discriminate whereas they might consciously discriminate.

Equity theory has been widely applied to business settings by industrial psychologists to describe the relationship between an employee's motivation and his or her perception of equitable or inequitable treatment (Healy, 2010). However, the expectation is that, this equity approach should be implemented in a way to promote the Service State Corporations by making it a desirable workplace for all future employees. This implies an appropriate application of the diversity policies.

The Chartered Institute of Personnel and Development, CIPD (2017) factsheet on good employment practices and diversity management in the workplace argues that, Service State Corporations should ensure that selection processes are fair and diversity friendly. They should be careful in drafting advertisements in a manner that will avoid discrimination and stereotyping through either language or images and should aim to attract candidates from diverse backgrounds. Organizations should strive to operate transparent and consistent appraisal and performance management processes. They should have clear career pathways including promotion and training opportunities for all categories of employees.

For this to be feasible, organizations should be able to create a culture of respect and dignity of all employees through effective implementation of well-designed policies and procedures which support both individual and business needs. The fostering of respect to realize different perspectives matter, and that diversity is everyone's responsibility. Service State Corporations should make the business case for diversity be seen as an opportunity and strength, rather than a threat. Furthermore, management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias free and working across the Service State Corporations. This will help to enhance the effectiveness in the practice of such policies.

This theory supported the legal framework by ensuring that management should think inclusively when designing diversity policies and procedures to ensure they are transparent, fair and address different needs and also make sure that there are continuous checks to make sure that policies and practices are bias free and working across the Service State Corporations. This will help to enhance the effectiveness in the practice of such policies. As envisioned by Boxall and Purcell (2015), the fitness of HR strategies and the organization of work and handling workers in a proper way which is the basic premise in the best fit.

2.2.4 Signalling Theory

Signaling theory was developed by Spence in 1973. The theory argued that in economics research has been adopted to explain the interaction between potential applicants and recruiting companies. Signaling theory is based on the assumption that information is not equally available to all parties at the same time, and this applies when the information about the company is limited, a potential applicant will give deduction about the company based on recruitment activities as signals concerning working conditions in the company.

For instance, unimpressive recruitment materials may signal that the company does not invest much in developing people, resulting in low attraction of the company. Further, Turban (2017) found that college job seekers' perceptions of recruitment related activities like sponsorship affected their perceptions of a company image. In addition Rynes and Miller (2015) examined this issue by asking participants to evaluate companies after being exposed to videotapes of recruiters.

For example, if a company's recruiter was perceived as friendly and competent, applicants may suppose that these qualities are also important for the company. This can occur because applicants view recruiters as being representative of their respective companies. This theory supports the organizational culture variable by showing that seems to have a strong direct connection to a job or company, hence it becomes a signal for what it would be like to work at that company and may also influence individuals' attraction to companies.

2.2.5 The Resource Based View Theory

This theory was formulated by Barney in 1995. Moreover, the resource based view theory supports the argument that selection systems must move beyond basic credential verification to identify individuals with the tacit knowledge, problem-solving abilities, and relational intelligence required to function effectively in politically influenced and resource-constrained environments typical of many State Corporations (Ployhart & Moliterno, 2011). Resource Based View, firms should

constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage (Barney, 2011). Boxall (2009) revealed that firms which recruit and retain exceptional individuals have the capability of generating human capital advantage.

The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development. The use of the human resource management systems are necessary for firms to gain a competitive advantage as also argued by Sparrow *et al.*, (2002) that, technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees.

In service-oriented State Corporations, where the quality of human service delivery is critical, the selection process becomes a foundational element in building a workforce that is valuable, rare, inimitable, and non-substitutable key criteria for sustainable advantage under RBV (Barney, 2011). The theory advocates for a deliberate and strategic approach to recruitment, whereby selection decisions are aligned with the organization's long-term capabilities and performance objectives rather than short-term staffing needs. Given the immobility and heterogeneity of strategic resources, public sector institutions must carefully evaluate not only the qualifications of applicants but also their cultural fit, adaptability, and potential for growth within the organizational structure (Wright, Coff, & Moliterno, 2014). This reinforces the importance of embedding strategic HR practices within the selection process to ensure alignment with the institution's service mandate and operational goals.

This is particularly crucial in Kenya's public sector, where overreliance on formal qualifications without deeper evaluation of competencies has often resulted in mismatched placements and inefficiencies (Gichuhi, 2022). By prioritizing strategic selection processes, Service State Corporations can mitigate costs related to turnover, poor performance, and frequent retraining. Therefore, this theory supports the study's

selection variable by highlighting that competitive advantage in public organizations is not only about acquiring resources but also about building resilient internal systems that consistently attract and retain the best talent. This implies that human capital must be acquired through rigorous, competency-based selection mechanisms, aligned with organizational values and designed to withstand external pressures such as political influence.

The two critical assumptions of resource based view theory are that resources must also be heterogeneous and immobile. Heterogeneous. The first assumption is that skills, capabilities and other resources that organizations possess differ from one company to another. The Service State Corporations HR practices would therefore need to emphasize “selecting highly skilled individuals” but not be unethically practices. Corporations should consider selection as a key tool to achieve the overall business goal because according to Boxall and Purcell (2015), the new employee is always active, ready to learn new things and easy to adapt to the new environment.

It is better for them to find the right person directly from the selection process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano *et al.* (2016) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully performing the job most effectively. This theory supports selection variable by arguing that, selection, screening and selection procedures should yield the best qualified candidates within the context of agreed upon equity programs.

2.3 Conceptual Framework

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Reichel and Ramey, 2015). A conceptual framework is a research tool intended to assist a researcher to develop awareness of understanding of the situation under scrutiny and to communicate this. This study will adopt the conceptual framework indicated in this Figure 2.1.

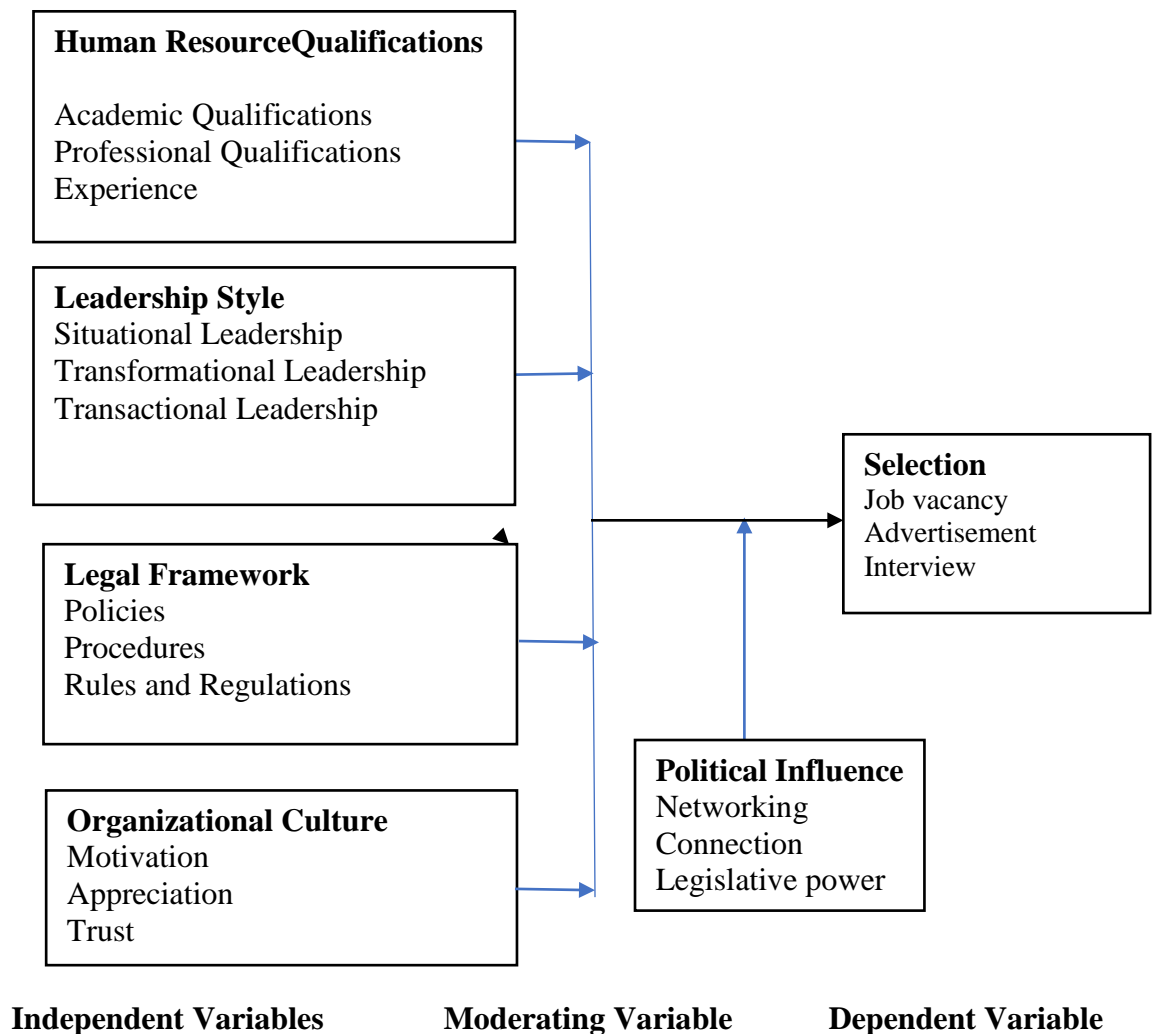


Figure 2.1: Conceptual Framework

2.3.1 Human Resource Qualifications

Human resource is a set of people who make up the workforce of an organization, business sector, industry or economy (McGaughey, 2018). It is better for the Service State Corporation to find the right person directly from the selection process than having them trained later because training and development can be quite costly. This is one case of how the HR strategy fits with the competitive strategy. Catano *et al.* (2015) stress that, employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes (KSAOs) required to successfully performing the job most effectively. To them, selection, screening and selection

procedures should yield the best qualified candidates within the context of agreed-upon equity programs.

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These applicants are usually recent high school or university/ technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect selection to all levels (Armstrong, 2009).

Without a highly skilled and qualified labour force, an organization is destined to achieve mediocre performance. For this reason the selection of human capital is a critical human resource function (Grobler, Wörnich, Carrell, Elbert & Hatfield, 2014). Human resource management, the overarching function of selection, does not function in isolation as it did in the past but currently operates in conjunction with the management and decision processes within the economy (Van Rensburg, Bassonand & Carrim, 2015). As a result of human resource management’s crucial role in an organization, the procurement of a suitable labour force has become part of an organization’s business strategy (Grobler *et al.*, 2014).

2.3.2 Leadership Style

Leadership Style is defined as the manner and approach of providing direction, implementing plans and motivating people (Newstrom & Davis, 2015). The Service State Corporations are headed by the chairman of the board and chief executive is the secretary of the board. The role of the board chairman and CEO should be separated to allow the board to make independent, responsible decisions, particularly on issues such as selection, management performance and compensation (Cherono, 2015; Jacobs, Mbeba, & Harrington, 2016). When the CEO is left alone to make decision as the Chairman, it will be difficult to distinguish between the management and boards' power thus negatively affecting the Service State Corporations mandate.

Having an effective leader can mean the difference between success and failure for a business. Fielder (1996) pointed out that there are two important inferences of the study. First, how well a leader performs is a result of a highly complex interaction between individual's behaviour and elements of the situation in which he or she operates. A leader's knowledge, abilities, and behavioral style are important in this interaction, as is the extent to which the leader is able to influence selection. Second, the necessary KSAs for leadership are learned, and training can be devised to develop these.

In the 1960s another psychologist, Fredric Herzberg, examined sources of worker satisfaction and dissatisfaction (Herzberg, 1959). He cited achievement, responsibility, advancement, and growth as job satisfier's factors that motivate workers. He also proposed that leadership style is other aspects of the job environment called job maintenance factors company policy, supervision, working conditions, interpersonal relations, salary and benefits contribute to the desired level of worker satisfaction, although these factors rarely motivate workers.

Over time, leadership began to be viewed more as result of social influences and relationships, with attention focused on the types and styles of leadership. Two types of leadership behaviors are seen as most influential in this leader-follower relationship: the initiation of structures and consideration of capacities of

subordinates, (Hersey & Blanchard, 2014). The local community level conceptualization of leadership can be better understood by considering two types of leaders within it: transactional and transformational leaders. Gardner (2015) simply distinguishes the two by explaining that transactional leadership accepts the current structure as it is and transformational leadership renews. Transactional leadership is defined through tangible compensation for a job done by an individual.

2.3.3 Legal Framework

Bastik, *et al.* (2007) defined legal framework as a particular set of rules, ideas or beliefs. According to Tanov, (2015), hiring the right persons requires legislation like employment equity which must be fulfilled. The profitability and survival of an organization usually depends on the caliber of its employees (Wickramasinghe, 2014). Taylor (2015), defined selection as an activity which generates a pool of applicants wishing to be employed by an organization out of which suitable candidates are selected. There has been increase in the rate of Service State Corporations failure, closure and poor organizational performance due to hiring the wrong people or inability in Kenya. It is argued that in order for the organization to build and sustain the competitive advantage, proper staffing is critical (Djabatey, 2016).

Djabatey (2016) pointed out that traditional methods of selection are being challenged by the need for organizations to address the increased complexity, greater ambiguity and rapid pace of change in the contemporary environment. There is key contemporary approaches to selection, and examines the influence of external and internal factors on the process. After clarifying what we mean by selection, we begin by describing the external context in which selection occur, including government policy and legislation. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2015). According to Pilbeam and Corbridge (2013) provide a useful overview of potential positive and negative aspects of selection practices. They observed that the

selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right.

Ballantyne (2015) in-appropriated selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees. Better selection strategies result in improved organizational outcomes like financial performance, quality of products and services, productivity, customer satisfaction, employee satisfaction and retention of quality employees. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. The result of applicants' perception of unfairness in selection process may be negative consequences for Service State Corporation, such a discrimination suits in a court of law (Peterson & Danehower, 1994).

2.3.4 Organizational Culture

Armstrong (2016) defined organizational culture as the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and things get done. This definition emphasizes that organizational culture is concerned with the subjective aspect of what goes on in organization. It refers to abstractions such as values and norms that pervade the whole or part of a business, which may not be defined, discussed or even noticed.

Organizational norms also affect decisions about selection techniques. Employees perceptions of what is just in a testing process and concomitant positive or negative judgments of that process reach top managers (Bell, Weichman, & Ryan, 2014), who are concerned about the attitude of applicants towards the exams they take. Hausknecht, Day and Thomas (2014) confirms the justification of this concern in research across 86 independent samples with an n of close to 50,000. In their analysis, applicants who held positive perceptions about an organization's method

for selecting employees were more likely to view the organization favourably and to report stronger intention to accept job offers and recommend the employer to others.

Lee (2015) emphasized that organizational culture is a vital factor in selection processes, influencing goals, promotes, set themselves and the strategies they choose to adopt. Proactivity and or reactivity are also strong influence in the selection process. Highly proactive individuals see selection success as something to be pursued in its own right, and thus experience a proactive selection system; while reactive individuals perceive promotion in terms of narrow task achievement and thus experience a reactive selection system. Norms, values, rules and policies established and perpetuated by the dominant group reflect its values and cultural biases, which may be in conflict with the management.

2.3.5 Political Influence

It was an ongoing perception that some politicians in Kenya have influence in the labor market in the allocation of resources. By so doing, the Kenyans labor market is being transformed into the buyer's market where Service State Corporations preferences become dominant in a manner that, discrimination in employment relation practices was interpreted as an outcome of rational decision making of formal organizations rather than the idiosyncrasies of individuals, (Nyamnjuh, 2015).

Political influence was a set of constitutional amendments and electoral designed to open new, or activate existing but dormant or ineffective spaces for the representation of sub-national politics Akorsu (2015).The ethnic succession strategy had become a cultural practice. It was more often employed as a power-sharing instrument as well as a tool to divide and rule, (Nyamnjuh, 2015). He pointed out that appointments to government and other important Service State Corporations positions were made strictly across ethnic lines. This had the tendency to have infested prestigious organizations as well resulting to marginalization of some categories.

Currently, in Kenya government especially, State Corporations their regulations regarding selection were followed in a right manner. However the compliance of Human resource related rules in selection is actually shallow (Baguma & Rubare, 2013). The personnel selection committee is organized and the regulated procedure of recruiting the regular staff is followed under the policy, but the committee members are not involved substantially in the actual selection judgment. All they do is sign the form prepared by the chief executive office. Usually, some applicants are not hired not because they do not qualified, as long as the applicants meet the required qualification, the decision is based on political factors rather than objective criteria (Bitarabeho, 2015).

2.3.6 Selection in Service State Corporations

According to Ekwoaba *et al.* (2015) selection have become essential in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications”. The quality of employees you hire depends on an effective selection strategy. Selection bias and discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities are also challenges facing organizations like Service State Corporation in obtaining adequate and trained staff.

Dressler (2015) found selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of the workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. However, and importantly, selection decisions are often for good reason taken by non-specialists, by the line managers. Selection also have an important role to play in ensuring worker performance and positive organizational outcomes.

Selection had the capacity to form a key part of the process of managing and leading people as a routine part of organizational life, it is suggested here that selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. Of course, not all employers engage with this

proposition even at the rhetorical level. However, there is evidence of increased interest in the utilization of employee selection methods which are valid, reliable and fair.

2.4 Empirical Review

Empirical Review was a critical evaluation of existing empirical studies to synthesize findings, identify patterns, and draw conclusions about a specific research question or topic. It differed from a literature review, which might also include theoretical or conceptual work, by focusing specifically on studies that was collected and analyzed data through observation or experimentation. Empirical review of the study was to compare other studies done by other scholars in relation to human resource qualification and selection, leadership style and selection, legal framework and selection, organizational culture and selection, political influence and selection.

2.4.1 Human Resource Qualifications and Selection

Singh, Kanaujia, and Singh (2025) examined the evolving skill requirements in India's Computer Science and IT (CS&IT) industry with the aim of understanding how HR qualifications influence employee selection through digital analysis of job advertisements. The study adopted a computational and descriptive research design, relying on a machine-learning-based framework to extract and analyze skill patterns from thousands of job postings across India. The findings revealed that employers increasingly prioritized dynamic and specific technical competencies over general academic qualifications, with a strong demand for skills in cloud computing, cybersecurity, and data science. The study concluded that traditional qualification metrics were no longer sufficient, and emphasized that HR selection processes needed to be restructured to reflect real-time industry demands. It recommended that HR departments adopt data-driven approaches and regularly update their qualification benchmarks to align with emerging digital trends and workforce needs.

Wan (2025) investigated the integration of Technical and Vocational Education and Training (TVET) in national human resource development plans with a focus on

enhancing employee selection mechanisms across industries in Malaysia. Using a qualitative policy analysis approach, the study reviewed national development plans, TVET policy documents, and stakeholder interviews. The study found that although Malaysia had made significant policy strides in recognizing the importance of skilled labor, implementation remained uneven due to a persistent bias toward academic qualifications in selection practices. The study concluded that the country's service and industrial sectors continued to underutilize vocationally trained candidates despite their practical readiness. The study recommended reforming recruitment policies to give more weight to TVET qualifications and expanding employer awareness of vocational pathways as a source of highly skilled labor.

Francois, *et al.*, (2025) conducted a study in Muhanga District, Rwanda, to evaluate how HR management practices, including qualifications, influence employee selection and public institution performance. The researchers employed a mixed-methods approach, combining structured questionnaires with focus group discussions targeting HR officers, departmental heads, and government administrators. The study found that recruitment decisions heavily relied on formal educational qualifications, but these often failed to guarantee competency or fit for dynamic public sector roles. Furthermore, internal staff development was minimal, and selection rarely accounted for practical skills or leadership potential. The study concluded that public institutions in Rwanda needed to shift from qualification-based selection to a more holistic approach incorporating practical assessments and soft skill evaluation. The authors recommended institutionalizing training-based selection frameworks and integrating competency profiling into recruitment policies.

Aden and Omuya (2024) assessed the relationship between recruitment practices particularly qualification standards and employee commitment in selected state corporations in Kenya. Using a descriptive survey design, the researchers collected data from 160 HR professionals and line managers across six service-based parastatals using structured questionnaires. The analysis revealed that employee qualifications significantly influenced selection decisions, but most HR departments lacked standardized frameworks for assessing relevance and depth of qualifications.

The study concluded that while academic qualifications were important, they needed to be complemented with structured job profiling and continuous skill assessments. The researchers recommended enhancing HR capacity in job analysis and implementing performance-linked selection models to improve long-term employee retention and organizational effectiveness.

Whilst saving the organization a lot of money in the long run, this will also help to create their new strategy (Raphael, 2017). As well as strategic HR metrics, it is important that HR policies are also integrated in order to develop a 'high commitment', 'high-performance' approach to the management of people (Holbeche, 2001; Riordan, 2004,). Determining salary and wages are one of the most strenuous aspects of human resource management. As well as it being a complex subject for human resource management it is very important to the employees and organization as it places a major emphasis on the organization's success (Jain, 2015).

Boxall and Purcell (2011; Porter, Bingham and Simmonds, 2008) indicate that the competencies, skills, motivation and social interaction of the employees of an organization are increasingly being seen as critical sources of competitive advantage. With new technologies and innovations, the growth of marketplaces and changes in the economy and population, the speed of work is increasing and business models that used to work well are now becoming outdated. Today it is becoming increasingly important to update employee's skills and competencies by developing and training them in order to establish a balance between employee preferences and employer requirements (Cassidy-MacKenzie, 2016).

It is important for an organization to choose the right competencies in order to plan and develop their employees'. Companies determine, which job best suits their business needs and objectives, recruit and select the best employees in the most efficient and effective manner and help staff to progress in the development of their future job roles (Talukder, 2014,). This is where the job analysis plays a major role in strategic selection. The job analysis provides the key knowledge, skills and abilities (KSA's) that are required for the job; this is where they are well defined (Landy *et al.*, 2015; Talukder, 2014).

2.4.2 Leadership Style and Selection

Napirah *et al.* (2024) investigated the relationship between situational leadership style and employee performance at the Kamonji Community Health Center in West Palu District, Palu City, Indonesia. Employing a cross-sectional study design, the researchers surveyed 54 civil servant employees using total sampling. Data analysis included univariate and bivariate analyses at a 95% confidence level. The findings revealed that situational leadership style was significantly associated with employee performance ($p=0.039$), and motivation also had a significant relationship with performance ($p=0.028$). The study concluded that higher levels of situational leadership and motivation corresponded to improved employee performance. It recommended that leaders pay attention to behavioral aspects, particularly in motivating employees, to enhance performance outcomes.

Idris (2025) examined the impact of transformational leadership on the quality of public services in local government agencies in Indonesia. Utilizing qualitative methods, including interviews and observations, the study found that transformational leadership increased employee motivation, fostered a collaborative organizational culture, and improved communication. Leaders who implemented this style successfully motivated employees to participate in decision-making, enhancing public service quality and responsiveness. However, challenges in consistently applying transformational leadership were noted, necessitating training and development of leadership skills. The study recommended that local government agencies adopt transformational leadership to improve public service quality.

Kochei and Awuor (2024) assessed the effect of transformational leadership style on the adoption of digital transformation in Kenya's public sector. The study employed a descriptive research design targeting 230 employees involved in digital transformation projects, with a sample size of 146 respondents selected through stratified sampling. Data collected via questionnaires were analyzed using SPSS Version 25. The results indicated that transformational leadership style had a positive and significant effect on the adoption of digital transformation ($\beta=0.253$, $p=0.001$). The study concluded that transformational leadership is crucial in facilitating digital

transformation in the public sector and recommended that leaders cultivate this style to effectively communicate vision and inspire employees to embrace digital tools and processes.

Nilo *et al.* (2025) conducted a comparative study of leadership dynamics in the public sector and academic settings in the Philippines. The research employed a quantitative method, collecting data through surveys from leaders and employees in both sectors. The study examined different leadership styles, including transformational and transactional leadership, and their effects on organizational success and employee satisfaction. The findings revealed that public sector leaders predominantly used directive and transactional styles for control and efficiency, while academic leaders preferred transformational styles to encourage innovation and collaboration. The study concluded that leadership styles significantly impact organizational outcomes and recommended tailoring leadership development programs to the unique needs of each sector.

Dess and Jason, (2016) suggested that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of selection) is vital for ensuring selection to meet business needs. In other words, the line managers are the owner of the selection process along with HR playing a facilitator role. Scholars have argued that other key issues and controversies run through analyses of human resource management and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as Burton, (2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations.

2.4.3 Legal Framework and Selection

Public Service Commission (2022) undertook a study to explore the extent and rationale of ethical violations in recruitment and selection processes within South

Africa's public service. Utilizing a qualitative approach, the study collected data from national and provincial departments, focusing on HRM units and senior management. The findings highlighted that despite the existence of sound legislative and regulatory frameworks, ethical and moral challenges persist, undermining efforts to build a capable and developmental state. The study concluded that compliance with prescripts, coupled with ethical conduct, is essential for transparent and effective service delivery. It recommended strengthening the development and implementation of an ethical framework governing recruitment and selection practices.

Mutabingwa (2017) examined the legal framework governing corporatized state-owned enterprises (SoEs) in Rwanda, focusing on its impact on recruitment and selection processes. The study employed a qualitative research design, analyzing legal documents and conducting interviews with key stakeholders. The findings indicated that while the legal framework aims to enhance productivity and efficiency in SoEs, challenges such as unclear mandates and overlapping regulations hinder effective recruitment and selection. The study concluded that a comprehensive and coherent legal framework is necessary to streamline HR practices in corporatized SoEs. It recommended legislative reforms to clarify the roles and responsibilities of various oversight bodies and to harmonize existing laws.

Ministry of Law and Justice (2025) analyzed the impact of India's legal framework on governance and society, with implications for recruitment and selection in public sector organizations. The study highlighted that recent initiatives by the Ministry have led to significant legal reforms, enhancing transparency and accountability in public administration. These reforms have influenced recruitment practices by establishing clearer guidelines and reducing bureaucratic hurdles. The study concluded that a robust legal framework is instrumental in promoting merit-based selection and recommended continuous review and modernization of laws to align with evolving governance needs.

Hogan Lovells (2025) reported on the enactment of data sharing rules for Malaysia's public sector, providing a legal and structured framework for secure and efficient

data sharing between public agencies. While the primary focus was on data governance, the implications for recruitment and selection are significant. The Act facilitates better access to candidate information and streamlines verification processes, thereby enhancing the efficiency and integrity of recruitment practices. The study concluded that such legal frameworks are vital for modernizing HR functions in the public sector and recommended that agencies adopt these provisions to improve selection outcome.

According to the mentioned regulations, employees within the organization have the right to be treated justly in all matters of employment. While principles of democracy require equality among the citizens, there is also a need to provide equal employment opportunity (EEO) and to undo the effects of past discrimination in employment (Orife & Chaubey 2015). Therefore, some larger companies develop a new trend which shows that they foster the equal employment opportunities by recognizing the importance of sustaining an Equal Opportunity culture as a competitive advantage (Raghavi & Gopinathan, 2016).

In Cameroon, the main employment protection legislation apparatus is the Cameroon Labor Code that is bound by law No. 92/007 of August, 1992. The principle of this law gives equal opportunity to access to employment to all Cameroonians of working age irrespective of gender, religion, and ethnicity and protect them in all labor matters (Campbell, 2006). The labor code also has no restrictions on foreigners in as much as they are able to comply with the laws and regulations in force. The labor code was introduced in the wake of harsh economic crisis plaguing the country. This was followed by the structural adjustment policies (SAP) which instituted trade liberalization as one of the solutions to the crisis.

An employment by a company that offers equal opportunities and fair treatment in the employment process to all people regardless of race, sex, religion, nationality, disability or political affiliation that is stated in the final part of the advertisements for new jobs as well as in the job description. It is a stipulation that all people should be treated similarly, unhampered by artificial barriers or prejudices or preferences, except when particular 'distinctions' can be explicitly justified (Raghavi &

Gopinathan, 2016). In addition, it was clear that legislation regarding equal employment opportunities exists, but the question was whether it was regularly practiced in the everyday life.

Assuming the law is effective, we expected to see it change prevailing employment practices, given that employers wish to comply with the law to prevent sanctions, or merely were willing to adopt and apply newly enacted norms (Mundlak, 2009). However, when it comes to Macedonia, the question was if there are really equal opportunities for employment taking into account the fact that in many jobs advertisements the sex or age of the candidate was stated. Even the legal provision of employing a certain percentage of the minorities in Macedonia was subjected to discussion when it come to equal employment opportunities in the process of recruiting and selecting the staff. It was actually a conflict between two provisions.

On one hand, the discrimination by nationality in the employment process was protected by the law while on the other hand those regulations prevent some candidates from certain nations to take part in the further process of selection due to the legally determined percentage of jobs for people belonging to the minorities. Although in this study the regulation on discrimination in employment on different grounds as well as its influence in the process of generating equal opportunities in selection of staff was reviewed, taking the fact that this legislation was in compliance with the EU standards, this research was primarily focused on the existing practices of latent discrimination (outside the legal framework) deprived from the stereotypical perceptions i.e. the social, mental models.

2.4.4 Organizational Culture and Selection

Barber (2016) defined employee selection as “practices and activities carried on by an organization for the purpose of identifying and attracting potential employees”. Many large corporations have employee selection plans that are designed to attract potential employees that are not only capable of filling vacant positions but also added to the organization’s culture. HR professionals are committed to the active implementation of the equality policy and promoting a culture that supports the

policy by overseeing the integration of the equality policy into all aspects of the HR policies and organizational practices (Raghavi & Gopinathan, 2016). HR can also initiate to define what the current cultural status was and how it adds or detracts from the organization's objectives (Mathews, 1998).

Costello (2016) described selection as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. Jovanovic (2015) said selection is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the selection decision improved. According to Odiorne, (2016) one result of effective selection is reduced labour turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further selection. In a cross national study of selection practices, suggests that, in reality, selection practices involve little or no attempt to validate practices.

Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their selection practices and they do not analyse the constitution of their labour turnover. A number of recent studies have suggested that some selection methods are more effective than others in terms of the value of the employees recruited. Cran (2017) suggested that developments in the realm of selection lend some support to those who propound the HRM thesis, where a key feature has been the increase in testing designed explicitly to assess behavioural and attitudinal characteristics.

Greenhouse *et al.* (2000) in his study defined the above phenomenon of stagnation and meaninglessness in the current job is often termed as 'burnout'. This study defined career as 'the pattern of work-related experiences that span the course of a person's life. This definition includes both objective events, such as jobs, and Subjective views of work, such as the person's attitudes, values and expectations. Therefore, both a person's work-related activities and his/her reactions to those activities form part of the person's career.

2.4.5 Political Influence and Selection

Like any other countries in the world Nigeria is also affected by political and legal factors whenever selection is being carried out. Reservation of jobs for Supreme courts, minorities, and other backward classes is a political decision. There is a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation has been accepted as inevitable by all sections of the society. The Supreme Court also has agreed upon 50 per cent reservation of seats and jobs (Regulation of Employment and Conditions of Service Act, 1979).

The ethnic succession strategy has become a cultural practice. It is more often employed as a power-sharing instrument as well as a tool to divide and rule, (Nyamnjoh, 2015). Appointments to government and other important Service State Corporations positions are made strictly across ethnic lines. This has the tendency to have infested prestigious organizations as well resulting to marginalization of some categories of the employable individuals irrespective of their contingencies in human capital.

Nyamnjoh (2015) remarked that the 'national cake' diminishes with the worsening economic crisis, corruption, mass misery and ethnicity, making it more elusive for the bulk of small people to claim the same benefits from their connections with the big or the not so big men and women of power, one can legitimately wonder just how much longer the system can continue to deflate the disaffected. Of course, as revealed by Campbell (2006), Cameroon imposes no regional balance or quota requirements for the employment of local staff in principle, but Cameroon employers

are perceived to stultify the labor market through discrimination and corrupt employment practices. The high rate of unemployment and underemployment in the country justifies that most selection strategies are thwarted.

Due to networking in political arena, there has been increase in the rate of business failure, closure and poor organizational performance due to hiring the wrong people or inability in Nigeria. It has also been argued that in order for the organization to build and sustain the competitive advantage, proper staffing is critical (Djabatey, 2016). According to Ekwoaba *et al.* (2015) “selections and selections have become essential in organizations because individuals need to be attracted on a timely basis, in sufficient numbers and with appropriate qualifications”.

In order for a local government to deliver on its mandate of service delivery to the electorate, social partners and employees, its political principal(s) and administrative top management should develop a relationship between the organisation, the electorate and its employees, which will fulfil the ever-changing needs of all parties (IDASA, 2004; McDonald & Pape, 2002). Political principals endeavour to deliver on their selection and appointment promises, while the organisation expect employees to perform reliably the tasks that are assigned to them, and at a desired standard, while they deliver on their key performance areas within the legislative and regulatory framework governing the employer-employee relationship in the workplace (Amos *et. al.*, 2004).

2.4.6 Selection in Service State Corporations

Smith *et al.*, (2008) argued that the more effectively the selection stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through selection, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where selection is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where

that job fits into the overall organization structure, and can then begin the process of selection to attract suitable candidates for the particular vacancy.

Johnston (2017) analyzed that for every job in the organization, a thorough job analysis, which includes the job description and job specification, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job. Miyake, (2015) indicated that while advertising for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover).

Miyake emphasized that people recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. The study reviewed five studies in which average labor turnover of those recruited by advertising was 51 percent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 percent. One hypothesis proposed to account for this was the “best information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects.

2.5 Critique of Literature

Many studies were conducted globally, regional and locally on the effect of selection process, these studies do not show the effect of political influence, leadership style, qualifications, legal framework and organizational culture in the Service State Corporations. Further on, a study conducted by Stanley *et al.* (2014) argue that as an abuse of public power for private benefit through bribery, nepotism, embezzlement

and corruption has become a global phenomenon that affects nearly all aspects of selection.

The literature did not provide knowledge on why selection strategy is a problem. The existing theoretical literature is limited in the sense that it does not mention how selection strategy can be handled. According to Windolf (2015), the choice of a particular selection strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. The labour market power of companies is determined in relation to local competition and is defined as the degree of choice a company can exercise in deciding upon a particular selection strategy.

Thus it was concluded that the burden falls on the HR department and the managers themselves who have to carry out the process of selection of human resources. HR professionals were committed to the active implementation of the equality policy and promoting a culture that supports the policy by overseeing the integration of the equality policy into all aspects of the HR policies and organizational practices (Raghavi & Gopinathan 2013). HR can also initiate to define what the current cultural status is and how it adds or detracts from the organization's objectives (Mathews 1998).

2.6 Summary of Literature Reviewed

From the perspective of human capital theory, human resource qualifications was found to be an important criterion in the selection processes of Service State Corporations. Human Capital Theory posits that education, professional experience, and specialized training directly enhance individual productivity and organizational efficiency. This perspective supported the observation from empirical literature that human resource qualifications were prioritized to improve service delivery and reduce operational inefficiencies within state organizations. In Kenya's public sector, where oversupply of educated candidates exists, organizations are able to leverage formal education and prior experience as proxies for productivity and adaptability. Moreover, internal promotions based on qualifications are economically favorable since they minimize training costs and capitalize on organization-specific

knowledge. Thus, Human Capital Theory explained the systematic preference for skilled and qualified personnel in public recruitment practices.

Situational theory of leadership explained leadership style as a situationally influenced determinant of selection decisions in Service State Corporations. This theory argued that effective leadership styles are not static but change according to context, team dynamics, and organizational structure. The empirical review showed that selection decisions are shaped not just by standard HR protocols but by the prevailing leadership approach. Leaders operating within politically sensitive, structured, or ambiguous environments might adopt task-oriented or relationship-based strategies depending on the nature of the recruitment challenge. In structured, rule-based environments, leaders might rely on strict compliance, while in more dynamic or politically influenced settings, adaptable and relationship-focused leadership facilitates consensus and mitigates bias in selection. Consequently, situational leadership theory supports leadership style as a critical influence on recruitment practices in these organizations.

Moreover, equity approach theory contributed to understanding the role of legal frameworks and human resource policies in ensuring fairness and transparency during the selection process. The empirical review recognized that political influence often distorts recruitment outcomes in Service State Corporations. Equity Theory, however, promoted the enforcement of equal opportunity policies, fair recruitment practices, and continuous monitoring to eliminate bias. From this perspective, legal frameworks were not mere procedural formalities but essential enablers of ethical recruitment, compelling organizations to uphold non-discrimination principles and embrace diversity. The theory further highlighted the need for organizations to institutionalize fairness at all stages of selection, from advertisement drafting to shortlisting and interviewing, thus ensuring compliance with labor regulations and reinforcing public trust.

Furthermore, the resource based view theory linked organizational culture, political influence management, and strategic human resource planning with competitive advantage through recruitment. The empirical literature identified that organizational

culture and political factors often determine hiring outcomes, potentially compromising merit-based recruitment. RBV Theory stated that organizations should focus on acquiring human capital that is not only technically competent but also culturally adaptable and strategically aligned with institutional goals. Through viewing human resources as a strategic asset, the theory supports structured, competency-based selection processes that transcend political pressures and immediate staffing needs. Thus, RBV justifies treating recruitment as a strategic function, whereby organizations secure talent that is valuable, unique, and aligned with long-term performance objectives. Selection, therefore, serves as both a tactical and strategic mechanism for sustaining operational excellence in Service State Corporations.

2.7 Research Gap

Several Studies have examined selection process. There was none examining the relationship between selection to political influence, human resource qualifications, leadership styles, legal framework and organizational culture. There were factors that were considered to yield other factors that in turn influence or affect selection in an organization. For high level employees, the nature of selection based on incentives is difficult to access without understanding the process governing (a) Job opening, (b) the decision to hire an insider and (c) the decision of which insider to hire. The study attempted to shed light on these issues and investigate some of the factors that influence selection in Service State Corporations.

The theoretical and empirical examination revealed that political influence is one of the drivers that enable selection in the organizations. The citations to be covered in the study provide an overall feel of how leadership style is used. It also be concluded that legal framework influence selection in the organizations. Although in the study the regulation on discrimination in employment on different grounds as well as its influence in the process of generating equal opportunities in selection of staff is reviewed, taking the fact that this legislation is in compliance with the standards, this research is primarily focused on the existing practices of latent discrimination

(outside the legal framework) deprived from the stereotypical perceptions for example the social, mental models.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the research methodology. It started with the research philosophy, research design, target population, sampling size and sampling technique, data collection instruments, data collection procedures, pilot test, validity/reliability and data analysis and presentation. Saunders *et al.*, (2014) defined research methodology as something that people undertake in order to find out things in a systematic manner, thereby increasing their knowledge.

3.2 Research Philosophy

The research philosophy was defined by Saunders, Lewis and Thornhill (2009) as a word linking to the development of knowledge and the nature of that knowledge. According to Saunders *et al.* (2009) there are four research philosophies to be considered, these are positivism, realism, interpretivism and pragmatism. The study adopted positivism philosophy to uncover the truth about how things are at least what we focus on. Bryman and Bell (2015) noted that positivism describes the research task as involving the collection of data upon which to support general propositions that can be tested. Positivism is frequently associated with quantitative methods that rely on the researchers' ability to amass numerical evidence of the phenomena under investigation and analyze it to answer the research hypothesis (Salkind, 2014). The positivism philosophy is the best suited to this study, since there will be a quantitative and qualitative approach to investigate a phenomenon.

3.3 Research Design

Research design was defined as the conceptual structure within which research was conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Mugenda, 2008). Taking in to consideration the nature of the research problem and the character of the research hypothesis, the study adopted a descriptive and

inferential approaches. According to Schindler and Coopers (2012), descriptive studies are more formalized and typically structured with clearly stated investigative questions. This study adopted descriptive research to investigate the antecedents of selection in Service State Corporations. Kothari (2015) described it as tool which was more than collection of data and it involves measure, classification, analysis and interpretation. Both qualitative and quantitative approaches were used to analyse data. Descriptive research design was justified for this study as it enabled systematic measurement, classification, and interpretation of the relationship between key antecedents such as HR qualifications, leadership style, and political influence and selection outcomes. It allowed the researcher to capture both statistical trends and contextual insights within Service State Corporations.

3.4 Target Population

Kasomo (2015) defined population as any group of institutions, people or objectives that have a least one characteristic in common. He described it as the aggregate of all cases that conform to the some designed set of specifications. Cooper and Schindler (2015) observe that a population is the total collection of elements about which one wants to make inferences. Target population referred to the entire group of objects of interest from whom the study seeks to obtain the relevant information for the study (Cooper & Schindler, 2014; Kothori, 2015; Oso & Onen 2014; Kombo & Tromp, 2015). The population of this study was made up of 250 executives of Service State Corporations who included chairmen of the board, board members, chief executives and human resource managers. The units of analysis were the state corporations, while units of observation included chairmen of the board, board members, chief executives and human resource managers.

According to ROK (2015) out of the total established State Corporations, 25 of them belong to the service based category. The Service oriented category of State Corporations would be of interest to the study since locally and globally, organizations in service sectors tend to recruit more due to the expansion. The unit of analysis of the study were Service State Corporations which are 25 in total while

the unit of observation were the executives of these Service State Corporations with a total number of 250 executives.

Table 3.1: Target Population

Executives of Service State Corporations	Target Population
Chairmen of the Boards	25
Board Members	150
Chief Executives	25
General Managers	50
Total	250

3.5 Sample Size and Sampling Techniques

The sample size refers to observations included in the study. The sample techniques refers to method used to select subset of individuals from a large populations of the study.

3.5.1 Sampling Frame

A sampling frame was a complete list or database of all elements or individuals in the target population from which a sample was drawn (Mugenda & Mugenda, 2003). It served as the operational representation of the population, ensuring that each unit has a known and non-zero chance of being selected (Kothari, 2014). An accurate sampling frame was essential for minimizing selection bias and enhancing the representativeness of the findings (Cooper & Schindler, 2016). The sampling frame for this study is presented in Table 3.2.

Table 3.2: Sampling Frame

Service State Corporations	Chairmen	Board Members	CEO	Gen. Mgr
Agriculture Development	1	6	1	2
Central Water Services Board	1	6	1	2
Coast Water Services Board	1	6	1	2
Corporation Bomas of Kenya	1	6	1	2
Higher Education Board	1	6	1	2
Kenya Acct and Secr National Exam Board	1	6	1	2
Kenya Ferry Services	1	6	1	2
Kenya National Examination Council	1	6	1	2
Kenya National Library	1	6	1	2
Kenyatta National Hospital	1	6	1	2
Kenya Tourism Board	1	6	1	2
Kenya Wildlife Services	1	6	1	2
Lake Victoria North Water Service Board	1	6	1	2
Lake Victoria South Water Service Board	1	6	1	2
Local Authorities Provider Fund	1	6	1	2
Moi Teaching and Referral Hospital	1	6	1	2
Nairobi Water Services Board	1	6	1	2
National Aids Control Council	1	6	1	2
National Council for Law Reporting	1	6	1	2
National Sports Stadia Mgt Board	1	6	1	2
Northern Water Services Board	1	6	1	2
Rift Valley Water Services Board	1	6	1	2
Teachers Service Commission	1	6	1	2
Water Resource Mgt Authority	1	6	1	2
Water Services Trust Fund	1	6	1	2
Total	25	150	25	50

3.5.2 Sample Size

With regard to the study population the study proposed to conduct a stratified random sampling to achieve desired representation. Stratified sampling procedure assured the study that the sample representative of the population in terms of the factors that have been used as basis for stratification (Mugenda, 2008). A sample size was a representative selection of the population, (Latham, 2007). The sample size for 250 executives was calculated basing on Yamane formula (Yamane, 1967).

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

$N(e)^2$Equation 3.1

Where, n represent the sample size

N represent the size of Population

e represent Margin error of percentage points

The size can be calculated using any of these 3%, 5%, 7% and 10% precision (e) levels. The study used Yamane’s formula of sample size with a margin error of 5% and confidence coefficient of 95%, the calculation from a population of 250 executives of Service State Corporations came up with 154 executives from all the 25 Service State Corporations.

Table 3.3: Study Sample Size

Executives of Service State Corporations	Target Population	Sample Size
Chairmen of the Boards	25	15.4
Board Members	150	92.4
Chief Executives	25	15.4
General Managers	50	30.8
Total	250	154

3.5.2 Sampling Techniques

This study adopted a simple random sampling technique for the unit of observation. According to Mugenda and Mugenda, (2003), simple random sampling allows generalizability to a larger population with statistically determinable margin of error and allows use of inferential statistics. in proportional stratification, a random sample from each stratum were taken in a number proportional to the stratum’s size when compared to the population (Greener, 2008). The strata subsets were then pooled from a random sample. Questionnaire were administered to 154 executives who are

chairmen of board, board members, chief executives, and HR managers from 25 Service State Corporations in Kenya.

3.6 Data Collection Instruments

The main research tool was questionnaire. Data was collected through questionnaires which would be prepared in simple and understandable language relating to the objectives of the study. The questionnaire contained closed-ended and open-ended questions where the respondents would have alternative answers to choose from. This is according to Freeman and Haddon (2014) who defined a questionnaire as an ordered set of questions written and given to the respondents to answer, either by choosing the answer in cases of structured questions or by expressing his/her opinion in case of open-ended questions.

A likert scale was also be used where the respondents specify their level of agreement to a statement (Likert, 1932). Its statements was written either positive or negative form. The questionnaires were easier to administer and one was also able to get direct response from the respondents by providing a greater depth of response while closed-ended questions were easier to analyse (Mugenda & Mugenda, 2003). In this case the questionnaires were self-administered.

3.7 Data Collection Procedures

Before the actual data collection exercise, the study first obtained an official authorization letter from Jomo Kenyatta University of Agriculture and Technology to conduct academic research. This was followed by securing a research permit from the National Commission for Science, Technology and Innovation (NACOSTI), which was a mandatory requirement for conducting research in Kenya. With the necessary approvals in place, the study formally notified executives from 25 service-oriented State Corporations in Kenya targeting 154 respondents through advance email communication explaining the purpose and scope of the research. Data collection was conducted using the Drop-Off and Pick-Up (DOPU) method, a

technique selected for its effectiveness in minimizing non-response bias and enhancing the overall response rate.

3.8 Pilot Test

Before the start of data collection, pre-testing of the questionnaires was done to test the reliability of the instruments and the validity of a study (Skekaran, 2009). The validity of the qualitative research was determining whether the research truly measures that, which it is intended to measure on how truthful the research results are (Joppe, 2008). A pilot testing was done by sending 15 questionnaires equivalent to 10% of the study sample to ascertain their validity and reliability. In checking the reliability, the study checked on the questionnaires sent for pilot testing to ensure effectively addressed.

3.8.1 Reliability of the Research Instruments

Reliability defined as the consistency of measurement, or the extent to which an instrument measures the same method every time it was used under the same circumstance with the similar subject (Bryman, 2015). Cronbach's Alpha Model on SPSS version 20 and that consistency was the assessment of the degree to which study instrument gives reliable result or data after repetitive trails (Mugenda & Mugenda, 2008). The questionnaire's reliability was statistically measured by measuring the internal consistency using Cronbach's Alpha. This was developed by Lee Cronbach in 1951 as a measure of internal consistency of a test or scale and normally expressed as a number between 0 and 1. Cronbach's Alpha coefficient of internal consistency was used and computed as follows:

$$\text{Alpha} = \frac{N r}{1 + r(N-1)} \dots \dots \dots \text{Equation 3.2}$$

Where: r is the mean inter-item correlation

N represent number of items in the scale

Bryman and Bell (2015) suggest that where Cronbach alpha is used for reliability test, the values of the items under study shall not be lower than 0.7. In this study, reliability testing was conducted using SPSS version 20 by computing Cronbach's Alpha coefficients for each variable human resource qualifications, leadership style, legal framework, organizational culture, and political influence. Each construct met the recommended threshold of 0.7, confirming that the questionnaire items were internally consistent and reliable for data collection.

3.8.2 Validity of the Research Instruments

Validity is defined as the point to which an instrument measures that it was projected to evaluate (Kumar, Kumar & Phrommathed, 2012). In checking the validity, the study confirmed through results obtained that the data represent all the variables of this study on human resource qualifications, leadership style, legal frameworks, organizational culture and political influence. Cooper and Schindler (2003), pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a sample.

This validity of the research instruments was measured through the opinion of experts especially the research supervisors. The validity of research instruments was established when and what is targeted was measured clearly without accidentally. Validity of the study is depicted by an instrument being reliable, though not valid, it is the extent to which the test results' interpretations are warranted (Kimberlin & Winterstein, 2008).

Face, content, and construct validity were jointly assessed to ensure the research instrument accurately measured the antecedents of selection in Service State Corporations. Face validity was evaluated by sharing the questionnaire with academic supervisors and HR professionals to confirm that each item visibly reflected its intended construct. Content validity was established through a thorough review of literature and expert input to ensure the instrument comprehensively covered all dimensions of the study variables HR qualifications, leadership style, legal framework, organizational culture, and political influence. Construct validity

was tested using factor analysis, which examined whether items grouped correctly under their respective theoretical constructs, confirming that the tool measured what it was intended to. Together, these tests enhanced the credibility and relevance of the data collection instrument.

3.9 Data Processing and Analysis

The data collected from the field was analysed using both quantitative and qualitative analyses method. Descriptive statistics analysis was done on the data collected. The Statistical Package for Social Science (SPSS) Version 20 computer software was used to analyse quantitative data to generate descriptive statistics such as means, standard deviations and percentages. Inferential statistics such as correlation and regression were used. This offers extensive data handling capabilities and numerous statistical analysis routines that can analyse small to very large amounts of data statistics (Obure, 2012).

3.10 Statistical Model

Inferential statistics on the other hand allow one to draw conclusions about the unknown parameters of a population based on statistics which describes a sample from that population. In this case the measurement for each variable was done by having linear regression and multiple linear regressions for each variable. According to Orodho (2007), a multiple regression model was used to test the significance of the influence of the independents variables on the dependent variable. The model one represented unmoderated relationship between independent variables and dependent variable while model two represented moderated relationship between variables. The multiple regression models are show below:

Model 1. $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$Equation 3.3

Model 2. $Y = \beta_0 + [\beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4]Z + \epsilon$Equation 3.4

Where; **Y** represent Selection in Service State Corporation

β_0 represent Constant

β_1 β_4 represent Coefficient of Independent Variables

X_1 represent Human Resource Qualifications

X_2 represent Leadership Style

X_3 represent Legal Framework

X_4 represent Organizational Culture

Z represent Moderator Variable

ϵ represent Error term

3.11 Diagnosis Test on the Variables

There are a number of key assumptions associated with the multiple regression procedure. These assumptions are given as; linearity of the phenomenon measured, constant variance of the error terms, independence of the error terms, and normality of the error term distribution. To determine if associations exist between the various variables, cross-tabulation was used. According to Cooper and Schindler (2016) define cross-tabulation as a technique for comparing two classification variables using tables with rows and columns that correspond to the level or values of each variable's categories. This study tested for normality, multicollinearity, heteroscedasticity and linearity

3.11.1 Normality Test

Normality is important in knowing the shape of the distributions and helps to predict dependent variables scores (Cooper & Schindler, 2016). A normality test is used to determine whether sample data has been drawn from a normally distributed population and that the data set is well modelled by normal distribution. However, even when the distribution is not normal, the Central Limit Theorem can be used. This study used Kolmogorov Smirnov and Shapiro-Wilk tests to test for normality for the dependent variable. The threshold was that if p-values are greater than 0.05

for both Shapiro-Wilk and Kolmogorov test, then the conclusion is that the data is normally distributed.

3.11.2 Linearity Test

Linearity does a straight-line relation between predictor and dependent variable. Linearity was assessed by examining a graph plot of all predictor variables against that of dependent variable to measure whether there would be a straight-line relationship with the dependent variable. The threshold was that all the independent variables depicted a straight-line relationship with the dependent variable for there to exist linearity in the data.

3.11.3 Multicollinearity Test

Multicollinearity identification in a model is important and tested by examining the tolerance and the variance inflation factor (VIF) (Besley, Kuh & Roy, 1980). The VIF measures the impact of multicollinearity among the variables in a regression model. It is argued by Green (2000) that even though there is no formal criterion for determining the bottom line of the tolerance value or VIF, tolerance values that are less than 0.1 and VIF greater than 10 roughly indicates significant multicollinearity.

This study sought to find out if multicollinearity exists between the dependent variable and the independent variables. The cut-off point for multicollinearity is tolerance 0.8 (Cohen *et al.*, 2003). In the event where multicollinearity does not affect the estimates of coefficients, then its presence in the function was tolerated or if it affected some of the unimportant factors, then the factors were excluded from the function. The threshold was that all the variables had tolerance values that were greater than 0.1 and VIF less than 10.

3.11.4 Heteroscedasticity Test

Heteroscedasticity means a situation in which the variance of the dependent variable varies across the data, as opposed to a situation where Ordinary Least Squares (OLS) makes assumption meaning that the variance of the error term is constant

(homoscedasticity). The threshold was that heteroscedasticity is not present in the data if $p\text{-value} > 0.05$.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter describes the statistical methods applied to process the results used to achieve the study objectives. The data analysis was carried in line with the study objectives from which the study problem was investigated, interpretations done and conclusions drawn. The general objective of this study was to establish the antecedents of selection in service oriented State Corporation in Kenya. The chapter is organized as follows: response rate, reliability and validity analysis, back ground information, descriptive analysis, hypothesis testing and discussion of the study findings.

4.2 Response Rate

Study response rate is important to ensure the results are representative of the target sample and that the questionnaire is performing as intended. The response rate for the study was established in order to ascertain the representation and the quality of responses for conclusion of the study. A total of one hundred and fifty four (154) questionnaires were distributed to the sampled 154 respondents made up of chairmen of board, board members, chief executive officers and Human resource managers. Out of these, one hundred thirty three (133) questionnaires were dully filled and returned translating to a response rate of 86.4% (Table 4.1). This response rate was way above the conventionally acceptable rate for surveys. In earlier studies such as Baruch and Holtom, (2008) stated that the average response rate for empirical studies is 65% of the sample.

Similarly, this was in line with Orodho (2016) who observed that a response rate above 50% contributes towards gathering of sufficient data that could be generalized to represent the opinions of respondents about the study problem in the target population. The success rate of 86.4 percent was attributed to the self-administration of the questionnaires applied by the researcher from which the intended respondents

were pre -notified prior to the date of data collection for which the researcher agreed on the actual date and venue for the data questionnaire administration. Follow-up calls to clarify queries were made thus enhancing the high response rate. Table 4.1 showed a summary of response rate and frequency of responses.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	133	86.4%
Unreturned	21	13.6%
Total	154	100%

4.3 Pilot Testing Results

A pilot testing is the imitation of the real research and it is normally done prior to the real research (Dikko, 2016). The pilot study was used to identify any instrument which did not work or problems which would be encountered and know how to resolve them. By conducting pilot testing, the study was able to counter check the questionnaire to ensure that it was good and data could be acquired. It was also to verify if the data collected was to be valid and reliable. It is through this study that one would know if the questions would have covered all the items needed and how reasonable they were in terms of what was being measured. The study was done by the researcher so that any errors were corrected early enough before the main research was done. Piloting was carried out by use of 10% of the study sample size which was equivalent to 15 research questionnaires that was distributed to Service State Corporations in Kenya.

4.3.1 Reliability Test Results

The reliability is the consistency of responses; the degree to which an instrument measures in the same way at each time but under the same conditions. It is stated further that Cronbach alpha was calculated for all statements in the questionnaire. Thanasegaran (2009) argued that Cronbach alpha is a correlation coefficient between two sets of data. Field (2015) posited that scores of between 0.4 and 0.7 are

considered to be of normal consistency while scores higher than 0.7 are considered of high consistency. In the study, reliability was calculated using Cronbach's alpha formula, the results were generated with the aid of SPSS version 20.

Cronbach's Alpha values was determined for the main variables in the study (human resource qualifications, leadership style, legal frame work, organizational culture, political influence and selection). The Cronbach's alpha measures reliability using coefficient ranging between 0 and 1. In the current study Cronbach Alpha was used as a measure of internal consistency. The reliability test results are presented in Table 4.2. Based on the reliability of results in Table 4.2, Cronbach's alpha for all the items were all above the recommended cut off point 0.7 indicating that the instrument was adequately reliable for measurement, and since all the variables measured had a Cronbach's alpha above .7, they were all reliable and thus accepted.

Table 4.2: Reliability Analysis

Variable	Number of items	Cronbach alpha	Comment
Human Resource Qualification	7	0.741	Reliable
Leadership Style	7	0.733	Reliable
Legal Framework	7	0.710	Reliable
Organizational Culture	7	0.801	Reliable
Political Influence	7	0.748	Reliable
Selection	7	0.718	Reliable
Overall Reliability	42	0.742	Reliable

4.3.2 Validity Test Results

Validity in relation to questionnaires refers to the ability of the research instruments to measure what it purports to measure (Bell, Bryman & Harley, 2018). This study used construct validity, the questionnaire was divided into several sections to ensure that each section assesses information for a specific objective. This was also to ensure that the information being assessed closely ties to the conceptual framework for the study. Kaiser-Meyer-Olkin (KMO) was used to determine whether the

responses generated were valid based on their values. For a data set to be regarded as valid and appropriate for statistical analysis, the value of KMO should be greater than 0.5 (Field, 2016). The results of the KMO and Bartlett's Test of Sphericity (significance) are summarized in Table 4.3.

Findings in Table 4.3 showed that the KMO statistic for all the variables (human resource qualifications, leadership style, legal frame work, organizational culture, political influence and selection) were greater than 0.5 which was significantly high; that is greater than the critical level of significance of the test which was set at 0.5 (Field, 2016). In addition to the KMO test, the Bartlett's Test of Sphericity was also significant (.000, at $p < .05$) for all the study variables. These results provide an outstanding validation for further statistical analysis to be conducted.

Table 4.3: Validity Test

Variable	KMO	Significance
Human Resource Qualification	.771	.000
Leadership Style	.668	.000
Legal Framework	.712	.000
Organizational Culture	.807	.000
Political Influence	.733	.000
Selection	.811	.000

4.4 Demographic Information

The respondents' demographic information was captured in the first section of the data collection instrument. The demographics were essential for the discussion regarding the sample size composition. The personal and preliminary information collected included age, gender, years of service, level of education, name of the state corporation, years established, total number of employees within the corporation and job details. These were all discussed in this section and results summarized in Table 4.4.

The results depict that the majority of the respondents were of age between 51-60 years old who accounted for 50% of the respondents which was 67, 35% of the respondent were of aged between 41-50 years which was 46 with only 15% of the respondents which was 20 indicating that they were aged below 40 years. The results imply that in these State Corporations very few young people are involved either to be among the Chairpersons of the board, board members, chief executive officers, or human resource managers.

The study findings contradicts the findings of Kereru (2017) which indicated that majority (40%) of the recruits by Kenya broadcasting corporation which is a State Corporation in Kenya were aged between 41-50. Analysis of the findings indicated that 28% of the respondents were between 31-40 years, 15% between 51-60 while 7% were between 21 and 30. The findings however imply that the respondents were old enough to provide valuable responses that pertains selection in Service State Corporations in Kenya. This is further reinforced by the fact that some of the respondents had stayed in the State Corporations for more than ten years hence conversant with the selection process in the Service State Corporations.

The results however confirms the assertions by Berry, (2016) that, age is a restraining factor keeping employees on the job and decreasing turnover intention. Young workers have high expectations from the work place and hence at risk of turnover. Older workers on the other hand prefer to retain their status quo, since they do not want to disrupt their benefits such as pension. Kipkebut (2015) also found out that younger employees are likely to leave than older ones.

The responses on gender of respondents show that majority (56.39%) of the respondents were male, while the rest (43.61%) were females. The results implies that majority of the employees of Service State Corporation in Kenya are males. Though the employees in the Service State Corporation are skewed to males, it does not violate the gender based policy enshrined in the constitution which stipulates that none of the gender should be more than one third. Thus both genders were fairly sampled to generate representative data.

According to Acker (2006) as quoted in (Kireru, 2017) observed that gender equality was very important as a trait as it can be used to improve talent management of all the staff involved. He argued that it fosters teamwork and also creates a sense of unity and an aspect of working together for a common goal with every individual effort being important to the attainment of the overall objectives. Given the difference was very small, it can be inferred that Service State Corporations in Kenya are gender sensitive institutions that provide equal opportunities to both male and female employees.

Based on the results, majority (48.9%) of the respondents which was 65 had worked for the Service State Corporation for a period of between of 6-10 years, it was also established that 51.1% of the respondents which was 68 had worked for more than 30 years within the selected State Corporations in Kenya. This implies that majority of the respondents had worked in the State Corporations for a time long enough for them to understand and share their respective knowledge on selection policies and practices.

Studies suggest that for investment on human capital to be realized, employees should remain in the organization for a long period. These findings however, concur with the findings of Nyanthom (2016, who did a similar research and found out that the majority (36%) had served in the State Corporations for 21 years and above, 26% had served for between 16-20 years, 12% between 6-10 years while 4.9% had served for between 1-5 years.

From this figure, majority of the respondents (80%) which was 106 had degree level of education, 23 respondents about 17% had certificates/diploma and only 4 respondents about 3% had others as level of education. This implies that the state corporation had a homogenous pool of staff though skewed towards bachelor holders. The findings agree with the findings by Malachi and Wario (2016) in a related study done at KPLC found out that 50% of the employees had university degrees while the rest had diplomas. These findings differ from those recorded by Makwaro (2015) who conducted a similar research in KPLC and found out that 45% were diploma holders, followed by 37% bachelor degree holders, 12 % Masters,

while 6% were PhD holders. The findings showed that the respondents had sufficient academic qualifications not only to head departments but also to understand and appreciate the importance of selection policy programmes.

The results depicted that, most (53%) which was 70.49 of the Service State Corporations were established between 1931-1960, the study found that 50.5 about 38% of the corporations were established between the years of 1961 and 1990, while 9% of the corporations were found to have been established after 1990. The results imply that most of the service corporations in Kenya were established way before independence. The results show that, more than half (55%) of the Service State Corporations had between 100 -1000 employees. The study also found that 27 % of the corporations had more than 2000 employees, while 18% had between 1001and 2000 employees.

Table 4.4: Demographic Characteristics

Demographic Variable	Category
Age Distribution	51-60 yrs (50%), 41-50 yrs (35%), Below 40 yrs (15%)
Gender Distribution	Male (56.39%), Female (43.61%)
Year of Services	6-10 yrs (48.9%), 11-15 yrs (20.3%), Below 5 yrs (18%)
Level of Education	Degree (80%), Diploma/Certificate (17%)
Year of Establishment	
Number of Employees	1931-1960 (53%), 1961-1990 (38%),

4.5 Factor Loading Analysis

Factor analysis was a representation of a large number of different mathematical procedures for analyzing the interrelationships among a set of variables and for explaining those relationships in terms of a reduced number of variables, called factors According to (Comrey & Lee, 2013). In the study factor analysis was conducted on all items for each of the variables. Cooper and Schindler (2016)

suggested that variables with factor loading of .7 are acceptable. However a minimum of .4 value of factor loading is also allowed as suggested by other researchers. Similarly, Tabachnick and Fidell (2017) described factor loading as follows, that are, .32 (poor), .45 (fair), .5 (good), .63 (very good) or .7 (excellent). Factor analysis for the study was carried out in order to check for any correlated variables for redundancy in data to be reduced. It also helped to analyze the structure of the interrelationships by defining the factors.

4.5.1 Factor Loading Analysis for Human Resource Qualification

Factor analysis was carried out on the statements of human resource qualification. According to Tabachnick and Fidell (2017), variables with factor loading values greater than 0.5 are considered good. Factor loading for human resource qualification are presented in Table 4.5. The results on Table 4.5 show that all the statements on human resource qualification had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item was “the service state corporations select only highly qualified employees” with factor loading of 0.887 and the lowest item that “service state corporations will select employees by professional qualification than work experience” with a measure of 0.562. All the seven items were therefore retained and a further analysis was done on them.

Table 4.5: Factor Loading Analysis Results for Human Resource Qualification

Statement	Factor Loading
Academic qualification is a requirement in selection in service state corporations.	0.767
Selection is basically on professional qualification of the candidate.	0.763
Work related experience is an added advantage in selection in service state corporations.	0.688
Applicants with higher academic qualifications stand a better chance of acquiring a job in service state corporations.	0.811
The service state corporations select only highly qualified employees.	0.887
The service state corporations take measure to attract highly skilled and knowledgeable employees	0.697
Service state corporations will select employees by professional qualification than work experience.	0.562

4.5.2 Factor Loading Analysis for Leadership Style

Factor analysis was carried out on the statements of leadership style. According to Tabachnick and Fidell (2017), variables with factor loading values greater than 0.5 are considered good. Factor loading for leadership style are presented in Table 4.6. The results on Table 4.6 show that all the statements on leadership style had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item was “situational leaders depend on the environment to utilize their style of leadership” with factor loading of 0.824 and the lowest item that “in service state corporations all leaders participate in selection process” with a measure of 0.566. All the seven items were therefore retained and a further analysis was done on them.

Table 4.6: Factor Loading Analysis Results for Leadership Style

Statement	Factor Loading
Situational leaders depend on the environment to utilize their style of leadership	0.824
Transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well	0.644
Transactional leaders accept the structure and make decision on when, how and who to recruit in service state corporations.	0.606
All leaderships are involved in the exercise of selection process in service state corporations.	0.809
In service state corporations all leaders participate in selection process.	0.566
Tribalism and nepotism play a major role on selection in service state corporations	0.757
Leaders are final determinant of candidates to be recruited in the service state corporations.	0.629

4.5.3 Factor Loading Analysis for Legal Framework

Factor analysis was carried out on the statements of legal framework. According to Tabachnick and Fidell (2017), variables with factor loading values greater than 0.5 are considered good. Factor loading for legal framework are presented in Table 4.7. The results on Table 4.7 showed that all the statements on legal framework had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item was “government policies and practices are measures used in selection process in service state corporations” with factor loading of 0.937 and the lowest item that “standardized tests are used during selection process” with a measure of 0.661. All the seven items were therefore retained and a further analysis was done on them.

Table 4.7: Factor Loading Analysis Results for Legal Framework

Statement	Factor Loading
Government policies and practices are measures used in selection process in service state corporations.	0.937
Acts of parliament influence selection process in service state corporations	0.875
Government rules and regulations affect selection process in service state corporations	0.723
Standardized tests are used during selection process.	0.661
Service State corporations do not discriminate in selection	0.764
Service state corporations give equal rights in selection.	0.683
There is no laid down policy on selection in service state corporations.	0.748

4.5.4 Factor Loading Analysis for Organizational Culture

Factor analysis was carried out on the statements of organizational culture. According to Tabachinick and Fidell (2017), variables with factor loading values greater than 0.5 are considered good. Factor loading for organizational culture are presented in Table 4.8. The results on Table 4.8 shows that all the statements on organizational culture had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item was “Service state corporations motivate employees with highly skills and attitudes” with factor loading of 0.899 and the lowest item that “There are core values in every service state corporations to be followed during selection” with a measure of 0.570. All the seven items were therefore retained and a further analysis was done on them.

Table 4.8: Factor Loading Analysis Results for Organizational Culture

Statement	Factor Loading
Service state corporations motivate employees with highly skills and attitudes.	0.899
There are core values in every service state corporations to be followed during selections.	0.570
Employees are appreciated in service state corporations whenever they surpass targets.	0.752
There is trust in service state corporations during selection.	0.755
There is rewards of employees in service state corporations.	0.611
Organizational motivation and trust influence selection.	0.693
Organizational norms influence selection in service state corporations.	0.577

4.5.5 Factor Loading Analysis for Political Influence

Factor analysis was carried out on the statements of political influence. According to Tabachinick and Fidell (2017), variables with factor loading values greater than 0.5 are considered good. Factor loading for political influence are presented in Table 4.9. The results on Table 4.9 showed that all the statements on political influence had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item was “networking can guarantee employees to fill a vacancy in service state corporations” with factor loading of 0.989 and the lowest item that “you must give bribe to be recruited in service state corporations” with a measure of 0.682. All the seven items were therefore retained and a further analysis was done on them.

Table 4.9: Factor Loading Analysis Results for Political Influence

Statement	Factor Loading
Service state corporations select employees with highly networking in service state corporations.	0.822
Connections and word of mouth are used by service state corporations during selection process.	0.772
There are perceptions by employees that for one to be recruited in State Corporations must be politically influenced.	0.775
Networking can guarantee employees to fill a vacancy in service state corporations	0.989
You must give bribe to be recruited in service state corporations.	0.682
You must have to be related to somebody by family or tribe to be employed in service state corporations.	0.822
Legislative power influence selection in service state corporations.	0.772

4.5.6 Factor Loading Analysis for Selection

Factor analysis was carried out on the statements of the dependent variable selection. According to Tabachnick and Fidell (2017), variables with factor loading values greater than 0.5 are considered good. Factor loading for selection are presented in Table 4.10. The results on Table 4.10 showed that all the statements on selection had factor loading values greater than 0.5 and therefore they were accepted and thus no sub variable was dropped. The highest item was “service State Corporations conduct interviews to pick the best candidates for the job” with factor loading of 0.896 and the lowest item that “interviews test applicants competence and personalities” with a measure of 0.571. All the seven items were therefore retained and a further analysis was done on them.

Table 4.10: Factor Loading Analysis Results for Selection

Statement	Factor Loading
Comprehensive job analysis is the first stage in selection process in service state corporation.	.765
Service State Corporations find it necessary to analysis the job before filling an existing vacancy.	.671
Job analysis includes the job description and job specification that fit the overall organizational structure.	.845
Service State Corporations advertise for job vacancies through newspapers and agencies to attract many applicants	.871
Sometimes applicants are selection by word mouth through existing employees in Service State Corporations.	.832
Service State Corporations conduct interviews to pick the best candidates for the job.	.896
Interviews test applicants competence and personalities	.571

4.6 Diagnostic Tests

Diagnostic test was done to determine if associations exist between the various variables, cross-tabulation was used. The study tested for normality, linearity, multicollinearity and heteroscedasticity.

4.6.1 Normality Test Results

Normality measures how far data deviates from the Gaussian by looking at the graph and seeing if the distribution deviated grossly from a bell shaped normal distribution. Normality establishes the likelihood of a random variable of being normally distributed. It is an assessment of the normality of data in statistical tests. If the tests are non-normal, then the data has outliers, multiple modes, incorrect measuring tools, incorrect distributions, zero/infinite limits, or scanty collections (Singh & Masuku,

2016). In order to fit a linear model, the dependent variable has to be normally distributed.

This study used Kolmogorov Smirnov and Shapiro-Wilk tests to test for normality for the dependent variable and the results are displayed in Table 4.11. The results in Table 4.11 depicts the dependent variable was normally distributed since p-values were greater than 0.05 for both Shapiro-Wilk and Kolmogorov test.

Table 4.11: Normality Test Results

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Selection	.360	133	.713	.664	133	.154

a. Lilliefors Significance Correction

These values confirm further that the data was normally distributed. In addition, normality was visualized using the Q-Q plot for the dependent variable and the diagram representation is illustrated in Figure 4.1.

A variable is said to be normally distributed if most of its points are lying on the theoretical quartile line which is fitted from the normal QQ plot (Shenoy & Pant, 1994). This indicates the observed values versus the expected normal values are randomly distributed along the line of the best fit indicating which means that the dependent variable is normally distributed. Figure 4.1 shows the normal Q-Q plot which indicates that the condition for normality for Selection was met, thus regression analysis could be conducted on the data.

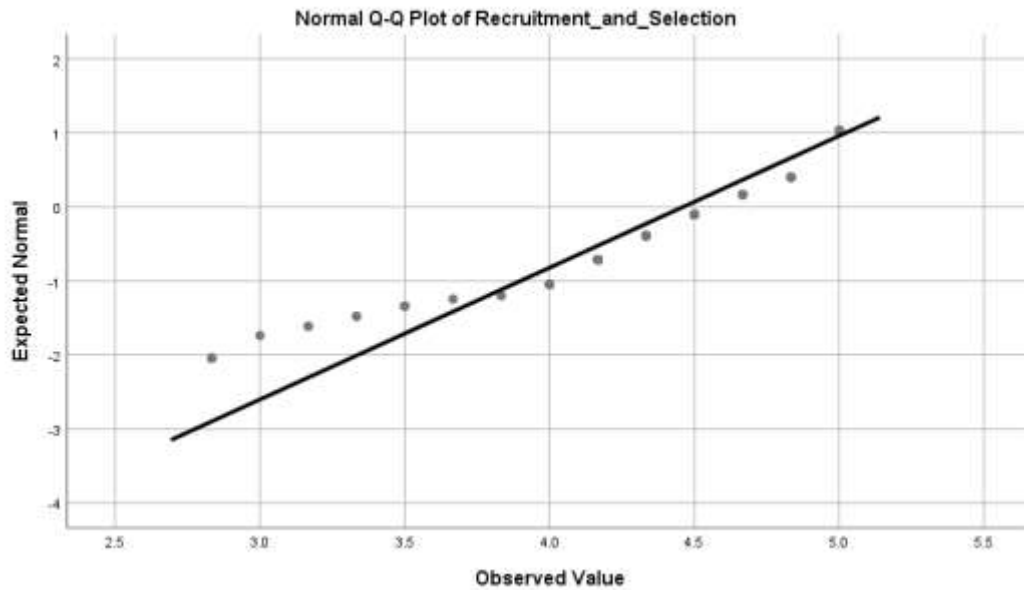


Figure 4.1: Normal Q-Q plot for Selection

4.6.2 Linearity Test Results

Linearity assumes a straight-line relationship between the predictor variables and the target variable. This was assessed in the study by examination of a graph plot of all the independent variables against the dependent variable to measure if there was a straight-line relationship. All the independent variables depicted a straight-line relationship with the dependent variable which depicted a straight-line relationship with the dependent variable as shown in Figure 4.2.

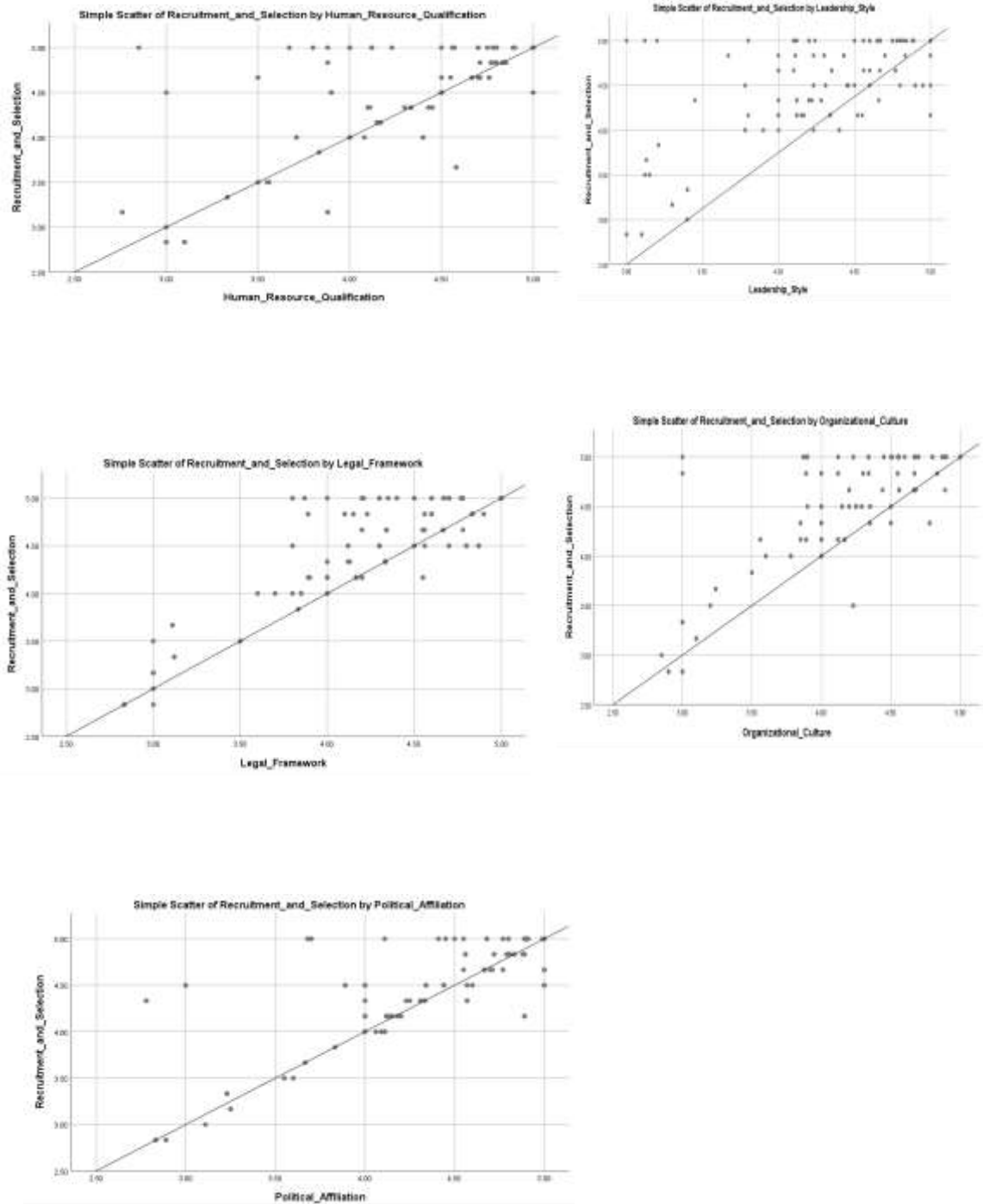


Figure 4.2: Graphical Diagram for Linearity

4.6.3 Multicollinearity Test Results

Multicollinearity exists when two or more predictor variables in a multiple regression model are highly correlated. A set of variables are perfectly multi-collinear if there exist one or more exact linear relationship among some of the variables. Tolerance of the variable and the VIF value were used in the study where values more than 0.1 for Tolerance and values less than 10 for VIF meant that there was no multicollinearity. The results are presented in Table 4.12. The results in Table 4.12 showed that all the variables had a tolerance values >0.1 and VIF values <10 indicating that there was no multicollinearity among the independent variables which were human resource qualifications, leadership style, legal frame work, organizational culture, political influence.

Table 4.12: Multicollinearity Test Using Tolerance and VIF

	Collinearity Statistics	
	Tolerance	VIF
Human Resource Qualification	0.529	1.889
Leadership Style	0.552	1.812
Legal Framework	0.333	3.005
Organizational Culture	0.489	2.047
Political Influence	0.530	1.888

4.6.4 Heteroscedasticity Test Results

Breusch-Pagan can be used to test the null hypothesis that the error variance remains constant against the alternative hypothesis that the error variances are not constant. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present if p-value > 0.05 , the null hypothesis is rejected. The alternative hypothesis is that the data does suffer from Heteroscedasticity. The results are presented in Table 4.13. The results in Table 4.13 showed that the probability chi-square value was $0.0920 > 0.05$ showing that heteroscedasticity did not exist in the data.

Table 4.13: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity

Ho: Constant variance

Variables: fitted values of Selection

chi2 (1)	= 2.84
Prob > chi2	= 0.0920

4.7 Descriptive Statistics

Descriptive analysis was used to describe the basic features of the data under study as they provide summaries about the sample and its measures because they provide simple summaries about the sample and the measures. Descriptive analysis simply forms the basis of every quantitative analysis of data and includes the mean and standard deviation (Conradie & Paduri, 2015). This section contains descriptive analysis for human resource qualifications, leadership style, legal frame work, organizational culture, political influence and the dependent variable selection. The mean was used as a measure of central tendency while standard deviation was used as a measure of dispersion to inform how the responses were dispersed from the mean. The section was subdivided into personal and contextual data and descriptive analysis for independent and dependent variables. The study used a scale of 5-1 for answering the questions to show the extent of agreement or disagreement with each of the statements with respect to the Antecedents of Selection in Service State Corporations. In the scale, the following keys were used: *SA=Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD=Strongly Disagree.*

4.7.1 Human Resource Qualification

The first independent variable of this study was human resource qualification. The study sought to establish how human resource qualifications influence selection in Service State Corporations in Kenya. A Likert scale of (*SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, SD=Strongly Disagree*) was used and the mean

response rate from the respondents was calculated. For the purposes of interpretation A and SA (agree and strongly agree) were grouped together as agree, D and SD (disagree and Strongly disagree) were grouped as disagree while N was taken to mean neutral. The descriptive statistics for human resource qualification are presented in Table 4.14.

Based on the descriptive statistics results in Table 4.14, the respondents differed on academic qualification is a requirement in selection in service state corporations by a standard deviation of 1.102 but on average majority (mean =3.69≈4.00) agreed on the same. This was accounted by majority of 92 respondents about 69% agreed that academic qualification is a requirement in selection within the state corporations. Moreover, majority of 59.8 about 45% of the respondents agreed that selection is basically on professional qualification of the candidate. It was important to note that work related experience is an added advantage in selection in service state corporations since majority (mean =4.00) agreed.

In addition, majority of 86 about 65 % agreed that applicants with higher academic qualifications stand a better chance of acquiring a job in service state corporations while 56 respondents 42% disagreed that service state corporations select only highly qualified employees. Moreover, the findings revealed that majority 72 respondents about 54% agreed that the service state corporations take measure to attract highly skilled and knowledgeable employees. Though, the respondents differed on the statement that Service state corporations will select employees by professional qualification than work experience accounted for by standard deviation of 0.958 majority were neutral on the same (mean =2.52 ≈3.00).

On overall majority (mean = 3.283, standard deviation = 0.939) of the respondents were neutral that human resource qualification had effect on selection at state corporations in Kenya. This should be taken with a lot of seriousness in by management of these organizations since human resource management is the overarching function of selection, does not function in isolation as it did in the past but currently operates in conjunction with the management and decision processes within the economy (Van Rensburg, Bassonand Carrim, 2015). This function is

crucial in an organization, and conjures with the results found by Grobler *et al.* (2014) that the procurement of a suitable labour force has become part of an organization's business strategy.

Table 4.14: Descriptive Statistics on Human Resource Qualification

Statement	SA	A	N	D	SD	Mean	Std. Dev.
Academic qualification is a requirement in selection in service state corporations.	16%	69%	0%	14%	1%	3.69	1.102
Selection is basically on professional qualification of the candidate.	11%	45%	13%	16%	15%	3.22	1.275
Work related experience is an added advantage in selection in service state corporations.	23%	57%	16%	4%	0%	4	0.739
Applicants with higher academic qualifications stand a better chance of acquiring a job in service state corporations.	11%	65%	16%	8%	0%	3.8	0.733
The service state corporations select only highly qualified employees.	0%	17%	26%	42%	15%	2.44	0.941
The service state corporations take measure to attract highly skilled and knowledgeable employees	0%	54%	23%	23%	0%	3.3	0.826
Service state corporations will select employees by professional qualification than work experience.	0%	22%	20%	47%	11%	2.52	0.958
Average						3.283	0.939

The respondents were further asked to indicate whether they were aware of the fact that employees were being recruited based on the qualifications they possess or not. Their responses were presented in Figure 4.4. From the results it is clear that majority (69.17%) of the respondents were not aware that employees were being recruited by qualifications they possess, with only 30.83% indicating that they were aware that employees were being recruited based on qualifications they possess. The results imply that most of the respondents believe employees are recruited based on other factors other than their qualifications.

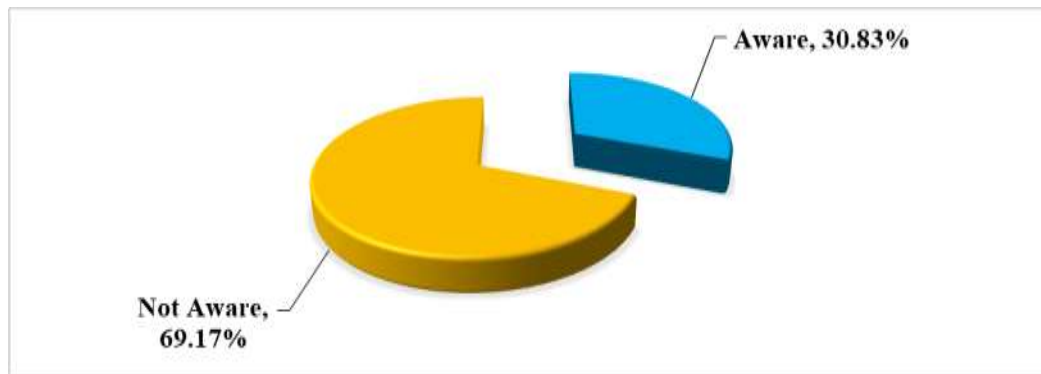


Figure 4.3: Knowledge on Selection by Qualifications

Respondents were asked to indicate how employees' education level was affecting their selection in the organization. In response, majority of the respondents indicated that education level of employees was affecting selection in service State Corporation especially if it's a supervisory position.

4.7.2 Leadership Style

The second independent variable of this study was leadership style. The study sought to find out how leadership style influence selection in Service State Corporations in Kenya. A Likert scale of (*SA=Strongly Agree, A=Agree, N= Neutral, D=Disagree, SD=Strongly Disagree*) was used and the mean response rate from the respondents was calculated. For the purposes of interpretation A and SA (agree and strongly agree) were grouped together as agree, D and SD (disagree and strongly disagree) were grouped as disagree while N was taken to mean neutral. The descriptive statistics on leadership style are presented in Table 4.15.

The results showed that the respondents differed on situational leaders depend on the environment to utilize their style of leadership by a standard deviation of 0.335 but on average majority (mean =3.96≈4.00) agreed on the same. This was accounted by majority of about 77% who agreed that situational leaders depend on the environment to utilize their style of leadership. Moreover, majority 58% of the respondents agreed that transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well. It was important to

note that transactional leaders accept the structure and make decision on when, how and who to recruit in Service State Corporations since majority (mean =3.97≈4.00) agreed.

In addition, majority 43 % strongly agreed that all leaderships are involved in the exercise of selection process in service state corporations while 42% agreed that in service state corporations all leaders participate in selection process. Moreover, the findings revealed that majority 40% were neutral that the tribalism and nepotism play a major role on selection in Service State Corporations in Kenya. Though, the respondents differed on the statement that leaders are final determinant of candidates to be recruited in the service state corporations accounted for by standard deviation of 1.177 majority did not know on the same (mean =2.68 ≈3.00). On overall majority (mean = 3.474, standard deviation = 0.824) of the respondents agreed that leadership style had effect on selection at state corporations in Kenya.

Table 4.15: Descriptive Statistics of Leadership Style

Statement	SA	A	N	D	SD	Mean	Std. Dev.
Situational leaders depend on the environment to utilize their style of leadership	6%	77%	8%	3%	6%	3.96	0.335
Transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well	27%	58%	7%	4%	4%	4.27	0.446
Transactional leaders accept the structure and make decision on when, how and who to recruit in service state corporations.	16%	59%	19%	5%	2%	3.97	0.59
All leaderships are involved in the exercise of selection process in service state corporations.	43%	26%	8%	15%	8%	3.13	1.018
In service state corporations all leaders participate in selection process.	4%	43%	5%	35%	14%	2.68	1.177
Tribalism and nepotism play a major role on selection in service state corporations	8%	36%	40%	14%	2%	3.37	0.83
Leaders are final determinant of candidates to be recruited in the service state corporations.	26%	4%	16%	46%	8%	2.94	1.375
Average						3.474	0.824

The respondents were asked if as a leader they ever participated in the selection process in the corporation. Their responses were presented in Figure 4.9. The results depicts that majority (72.82%) of the respondents indicated that they had never participated in selection process, with only 28.18% having participated in selection process. The results imply that there is poor participation by leaders in the selection process of employees in state corporations.

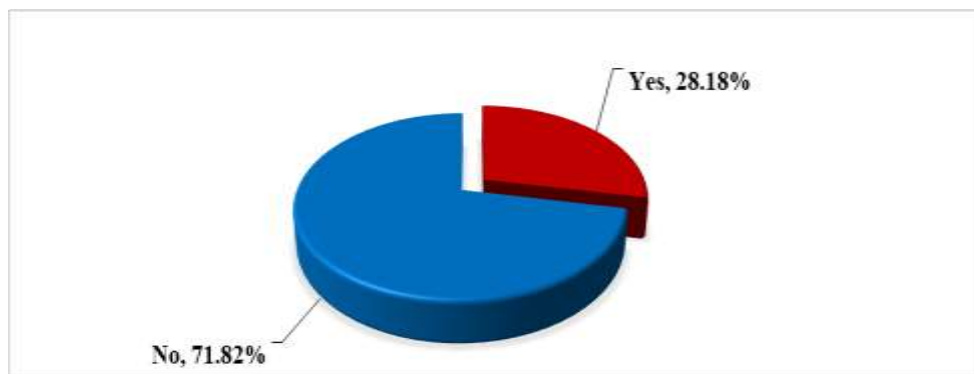


Figure 4.4: Participation in Selection

From the leaders who had participated, they were asked to indicate the areas in which they participated most. In response, most of them indicated that they were involved in all stages, interview, selection and short listing. These respondents were also asked if they felt that the Service State Corporate recruit and select candidates fairly and honesty. In response most of them indicated that selection in Service State Corporations were not fairly done and marred with lack of honesty.

4.7.3 Legal Framework

The third independent variable of this study was legal framework. The study sought to establish how legal framework influence selection in Service State Corporations in Kenya. A Likert scale SA=*Strongly Agree*, A=*Agree*, N= *Neutral*, D=*Disagree*, SD=*Strongly Disagree*) was used and the mean response rate from the respondents was calculated. For the purposes of interpretation A and SA (agree and strongly agree) were grouped together as agree, D and SD (disagree and strongly disagree)

were grouped as disagree while N was taken to mean neutral. The descriptive statistics on legal framework are presented in Table 4.16.

Based on the results, the respondents differed on government policies and practices are measures used in selection process in service state corporations by a standard deviation of 0.923 but on average majority (mean =3.42≈3.00) neutral. This was accounted by majority of about 56% who were neutral that government policies and practices are measures used in selection process in service state corporations. Moreover, majority 61% of the respondents agreed Acts of parliament influence selection process in service state corporations. It was important to note that Government rules and regulations affect selection process in service state corporations since majority (mean =3.59≈4.00) agreed.

In addition, majority 47% disagreed that standardized tests are used during selection process while 71 % disagreed that Human resource policies and practices are followed in selection process. Moreover, the findings revealed that majority 62% disagreed that the service state corporations follow selection systems keenly. Though, the respondents differed on the statement that there is no laid down policy on selection in service state corporations accounted for by standard deviation of 1.145 majority disagreed on the same (mean =2.37≈2.00). On overall majority (mean = 2.8, standard deviation = 0.88) of the respondent were neutral that legal framework had effect on selection at state corporations in Kenya.

Table 4.16: Descriptive Statistics of Legal Framework

Statement	SA	A	N	D	SD	Mean	Std. Dev
Government policies and practices are measures used in selection process in service state corporations.	8%	20%	56%	8%	8%	3.42	0.92
Acts of parliament influence selection process in service state corporations	7%	61%	16%	17%	0%	3.58	0.85
Government rules and regulations affect selection process in service state corporations	8%	55%	23%	12%	3%	3.59	0.79
Employees are given equal rights during selection process.	0%	16%	22%	47%	16%	2.38	0.93
Human resource policies and practices are followed in selection process.	0%	15%	8%	71%	7%	2.31	0.80
Service state corporations follow selection systems keenly.	0%	4%	11%	62%	23%	1.95	0.70
There is no laid down policy on selection in service state corporations.	4%	28%	11%	35%	25%	2.37	1.14
Average						2.80	0.88

In addition to the above likert statements, the respondents were asked to indicate if the act of parliament was influencing selection in the organization. Their responses were captured and presented in Figure 4.5. Based on the results, majority (84.21%) of the respondents agreed that the act of parliament had influence on the selection in the organizations, while 15.79% of the respondents felt otherwise. The results imply that the act of parliament actually has influence on selection of employees in state corporations in Kenya.

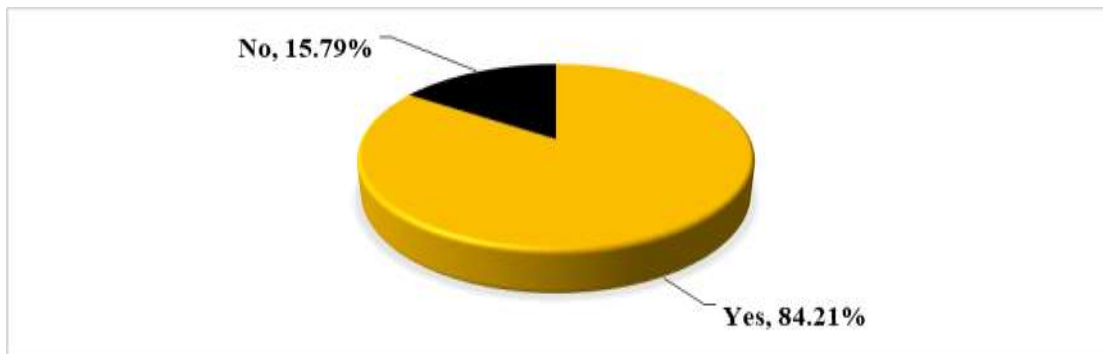


Figure 4.5: Parliament Influence on Selection

The respondents were further asked to why they thought there were restrictions guiding selection in their organization. In response, majority indicated that it was all dependent on the position to be occupied and some integrity issues as described in chapter 6 of Kenyan Constitution. Other indicated that the restrictions were as a result of integrity issues and the appointment of board members.

4.7.4 Organization Culture

The fourth independent variable of this study was organizational culture. The study sought to determine how organizational culture influence selection in Service State Corporations in Kenya. A Likert scale of (*SA=Strongly Agree, A= Agree, N=Neutral, D=Disagree, SD=Strongly Disagree*) was used and the mean response rate from the respondents was calculated. For the purposes of interpretation A and SA (agree and strongly agree) were grouped together as agree, D and SD (disagree and strongly disagree) were grouped as disagree while N was taken to mean neutral. The descriptive statistics on organizational culture are presented in Table 4.17.

From the results in Table 4.17, the respondents differed on service state corporations motivate employees with highly skills and attitudes by a standard deviation of 1.194 but on average majority (mean =2.86≈3.00) don't know. This was accounted by majority of about 44% who were neutral that service state corporations motivate employees with highly skills and attitudes. Moreover, majority 68% of the respondents agreed that there are core values in every service state corporation to be followed in selections. It was important to note that employees are appreciated in

service state corporations whenever they surpass targets since majority (mean =3.7≈4.00) agreed.

In addition, majority 47 % were neutral that there is rewards of employees in service state corporations while 49% disagreed that motivation and trust influence selection in service state corporations. Moreover, the findings revealed that majority 78% agreed that organizational motivation and trust influence selection in service state corporations. Though, the respondents differed on the statement that organizational norms influence selection in service state corporations accounted for by standard deviation of 0.877 majority did not know on the same (mean =2.67≈3.00). On overall majority (mean = 3.21, standard deviation = 0.879) of the respondents were neutral that organization culture had effect on selection at state corporations in Kenya.

Table 4.17: Descriptive Statistics Organizational Culture

Statement	SA	A	N	D	SD	Mean	Std. Dev.
Service state corporations motivate employees with highly skills and attitudes.	3%	5%	44%	32%	16%	2.86	1.194
There are core values in every service state corporations to be followed during selections.	6%	68%	15%	2%	8%	3.6	0.861
Employees are appreciated in service state corporations whenever they surpass targets.	8%	53%	33%	4%	3%	3.7	0.603
There is trust in service state corporations during selection.	4%	8%	47%	34%	8%	2.67	0.877
There is rewards of employees in service state corporations.	4%	31%	49%	14%	3%	3.16	0.661
Organizational motivation and trust influence selection.	3%	78%	4%	11%	4%	3.62	0.831
Organizational norms influence selection in service state corporations.	3%	39%	16%	27%	15%	2.85	1.131
Average						3.21	0.879

The respondents were also asked to indicate if the organization norms influence selection process in their organization. Their responses were as shown in Figure 4.6.

The results show that majority (57.14%) of the respondents believed organization norms had influence on the selection process in their organizations; however, 42.86% of the respondents were of the opinion that organization norms did not have any influence on the selection process.

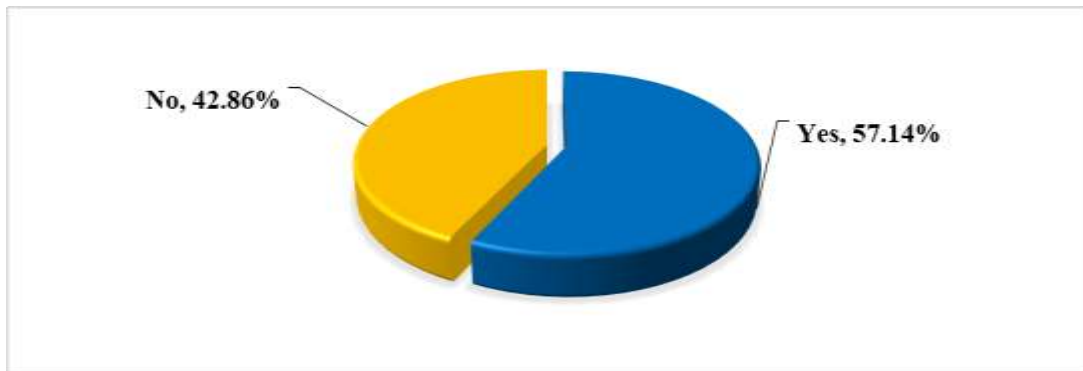


Figure 4.6: Influence of Organization Norms

The respondents were also asked to indicate how they perceived selection in their organizations. In response, most of them indicated that it was too subjective meaning it was dependent on few individuals making decision on behalf of others. Other reasons included; there were no equity during selections, the selection process was not being done decently and that the selection processes in their organizations were not done according to the laid down guidelines.

4.7.5 Political Influence

Moderating variable for this study was political influence. The study sought to determine the moderating influence of political influence on selection in Service State Corporation in Kenya. A Likert scale of (*SA=Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD=Strongly Disagree*) was used and the mean response rate from the respondents was calculated. For the purposes of interpretation A and SA (agree and strongly agree) were grouped together as agree, D and SD (disagree and strongly disagree) were grouped as disagree while N was taken to mean Neutral. The descriptive statistics on political influence are presented in Table 4.18.

The responses in Table 4.18 show that the respondents differed on Service state corporations select employees with highly networking by a standard deviation of 1.009 but on average majority (mean =2.58≈3.00) were neutral. This was accounted by majority of about 55% who disagreed that service state corporations select employees with highly networking. Moreover, majority 50% of the respondents agreed that connection and word of mouth are used by service State Corporation during selection. It was important to note that there are perceptions by employees that for one to be recruited in State Corporations must be politically connected since majority (mean =3.53≈4.00) agreed.

In addition, majority 51 % were neutral that networking can guarantee employees to fill vacancy post in the organization while 63% agreed that you must give bribe to be recruited in service state corporations. Moreover, the findings revealed that majority 49% agreed that you must have to be related to somebody by family or tribe to be employed in service state corporations. Though, the respondents differed on statement that legislative power influence selection in service state corporations accounted for by standard deviation of 1.124 majority were neutral on the same (mean =3.05≈3.00). On overall majority (mean = 3.21, standard deviation = 0.906) of the respondents were neutral that political influence had effect on selection at state corporations in Kenya.

Table 4.18: Descriptive Statistics on Political Influence

Statement	SA	A	N	D	SD	Mean	Std. Dev.
Service state corporations select employees with highly networking, Connections and word of mouth is used by service state corporations during selection process.	3%	31%	4%	55%	8%	2.58	1.009
There are perceptions by employees that for one to be recruited in State. Corporations must be politically connected.	8%	50%	20%	23%	0%	3.43	0.923
Networking can guarantee employees to fill a vacancy in service state corporation	15%	42%	23%	20%	0%	3.53	0.974
You must give bribe to be recruited in service state corporations.	3%	8%	51%	27%	11%	2.64	0.891
You must have to be related to somebody by family or tribe to be employed in service state corporations.	4%	63%	29%	0%	4%	3.57	0.688
Legislative power influence selection in service state corporations.	12%	49%	33%	4%	2%	3.69	0.73
	7%	40%	21%	20%	12%	3.05	1.124
						3.21	0.906

The respondents were in addition asked to indicate the extent to which they thought legislative power influence selection processes in their organization. Their responses were as shown in Figure 4.7. Based on the results, majority (82.71%) of the respondents believed legislative power was influencing selection process in their organizations to a great extent, while the rest (17.29%) of the respondents were of

the opinion that organization legislative powers was influencing the selection process to a low extent.

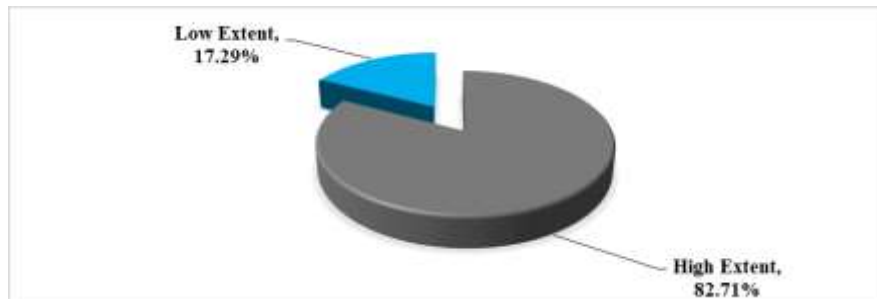


Figure 4.7: Extent Legislative Power Influence

The respondents were further asked to indicate if there was any corruption or discrimination when filling a high position in their organization. In response, majority (88.72%) agreed, while the rest denied.

4.7.6 Selection in Service State Corporations in Kenya

The dependent variable of the study was selection. A Likert scale of (*SA=Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD=Strongly Disagree*) was used and the mean response rate from the respondents was calculated. For the purposes of interpretation A and SA (agree and strongly agree) were grouped together as agree, D and SD (disagree and strongly disagree) were grouped as disagree while N was taken to mean Neutral. The descriptive statistics on selection are presented in Table 4.19.

As depicted in Table 4.19, the respondents differed on comprehensive job analysis is the first stage in selection process in service state corporation by a standard deviation of 1.170 but on average majority (mean =3.02≈3.00) disagreed. This was accounted by majority of about 46% who disagreed that comprehensive job analysis is the first stage in selection process in Service State Corporation. Moreover, majority 34% of the respondents disagreed that Service State Corporations find it necessary to analysis the job before filling an existing vacancy. It was important to note that Job

analysis includes the job description and job specification that fit the overall organizational structure since majority (mean =3.62≈4.00) agreed.

In addition, majority 44 % disagreed that Service State Corporations advertise for job vacancies through newspapers and agencies to attract many applicants while 43 % disagreed that sometimes applicants are selection by word mouth through existing employees in Service State Corporations. Moreover, the findings revealed that majority 60% disagreed that Service State Corporations conduct interviews to pick the best candidates for the job. Though, the respondents differed on statement that Interviews test applicants competence and personalities accounted for by standard deviation of 1.298 majority did not know on the same (mean =2.835≈3.00). On overall majority (mean = 2.99, standard deviation = 1.087) of the respondents were neutral on the practice of these statements by state corporation during selection.

Table 4.19: Descriptive Statistics on Selection

Statement	SA	A	N	D	SD	Mean	Std. Dev.
Comprehensive job analysis is the first stage in selection process in service state corporation.	8%	0%	42%	46%	5%	3.02	1.170
Service State Corporations find it necessary to analysis the job before filling an existing vacancy.	6%	33%	22%	34%	5%	3.01	1.067
Job analysis includes the job description and job specification that fit the overall organizational structure.	11%	56%	22%	10%	2%	3.62	0.884
Service State Corporations advertise for job vacancies through newspapers and agencies to attract many applicants	6%	17%	28%	44%	5%	2.752	1.003
Sometimes applicants are selection by word mouth through existing employees in Service State Corporations.	15%	23%	19%	43%	0%	3.105	1.123
Service State Corporations conduct interviews to pick the best candidates for the job.	12%	4%	20%	60%	5%	2.586	1.067
Interviews test applicants competence and personalities	4%	46%	0%	31%	20%	2.835	1.298
Average						2.99	1.087

The respondents were also asked to indicate the extent to which they believed job analysis was able to determine human resource planning process, particularly where selection was a relatively frequent occurrence in the organization. Their responses were presented in Figure 4. 8. The results show that 39.10% of the respondents believed it was to a high extent, another 39.10% of the respondents believed the job analysis was able to determine human resource planning process to moderate extent, while 21.8% of the respondents were of the opinion that job analysis was able to determine human resource planning process to a low extent.

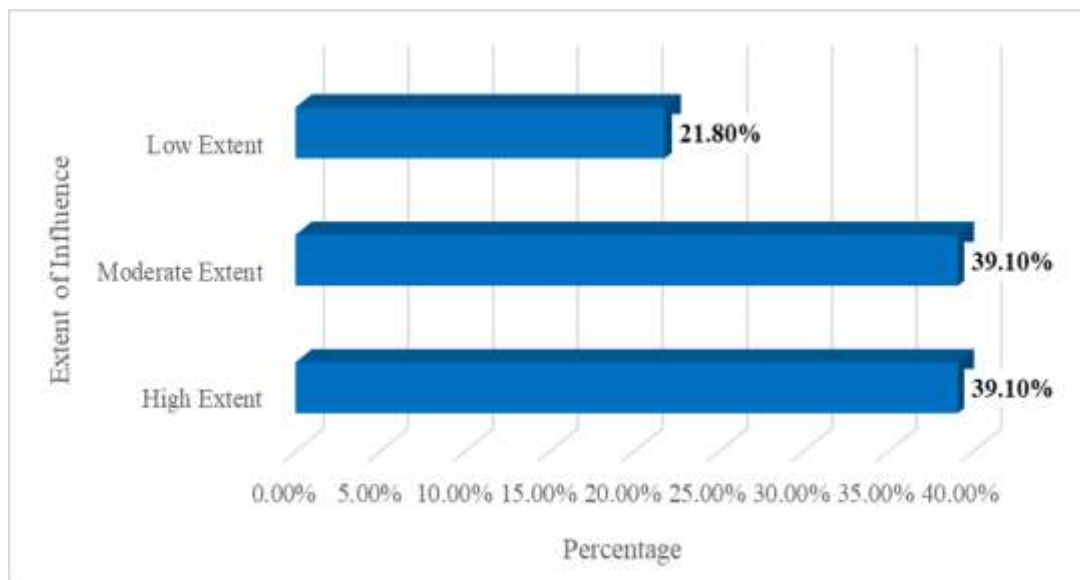


Figure 4.8: Extent of Influence of Job Analysis

Further, the respondents were asked to indicate if Service State Corporations were recruiting employees by word of mouth from existing employees or advertising through newspapers and agencies. In response, most of the respondents indicated that it was all dependent on the position to be filled, but very few positions were being advertised especially senior positions. The study found that for the lower positions, the employees were being recruited by word of mouth from the existing employees.

4.8 Inferential Statistics

Inferential statistics was classified into correlation analysis and regression analysis.

4.8.1 Correlation Analysis

Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high correlation means that two or more variables have a strong relationship with each other, while a weak correlation means that the variables are hardly related. This analysis is fundamentally based on the assumption of a straight – line linear relationship between the quantitative variables and it measures the strength or the extent of an association between the variables and also its direction. The end result of a correlation analysis is a correlation coefficient whose values range from -1 to +1. A correlation coefficient of +1 indicates that the two variables are perfectly related in a positive (linear) manner, a correlation coefficient of -1 indicates that the two variables are perfectly related in a negative (linear) manner, while a correlation coefficient of zero indicates that there is no linear relationship between the two variables being studied (Gogtay & Thatte, 2017).

In this study, correlation analysis was conducted to ascertain the association between the study variables of human resource qualifications, leadership style, legal framework, organizational culture, political influence and selection. Pearson correlation for each of the variables was generated using SPSS version 20. Correlation coefficient was computed and used to test whether there existed interdependency between independent variables and also whether the independent variables were related to the dependent variable. Scholars argued that correlation coefficients greater than 0.5 are strong, 0.3 to 0.5 (moderate), and less than 0.3 (weak) (Heale & Twycross, 2015). The results for the correlation in the study are as presented on Table 4.20.

The results in Table 4.20 showed that that there was a strong positive and significant association between human resource qualification and selection of employees in Service State Corporation in Kenya ($r=0.712$, $p<0.05$). The results also show that

there was a strong positive and significant association between leadership style and selection of employees in Service State Corporation in Kenya ($r=0.671$, $p<0.05$). The study also found a strong positive and significant association between legal framework and selection of employees in Service State Corporation in Kenya ($r=0.856$, $p<0.05$).

In addition, the study established a strong positive and significant association between organizational culture and selection of employees in Service State Corporation in Kenya ($r=0.757$, $p<0.05$). Finally, the results indicate that there was a weak positive and significant association between political influence and selection of employees in Service State Corporation in Kenya ($r=0.476$, $p<0.05$). In general, the most influential factor in relation to selection in service state corporations was legal framework since it had the highest correlation coefficient. The correlation analysis results are consistent with the findings of a study by (Sims, 2012) which indicated that there are several factors which influence recruiting efforts like organizational reputation, attractiveness of the job, and cost of recruiting, recruiting goals and recruiting philosophy. The findings are also corroborated by the assertions by Shandu (2006) that selection and malpractices have revealed the lack of detailed government policies and procedures to inform the objective, fair, equitable and responsible application of selection practices.

Table 4.20: Correlation Matrix

		Selection	Human Resource Qualification	Leadership Style	Legal Framework	Organizational Culture
Selection	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Human Resource Qualification	Pearson Correlation	.712*	1.000			
	Sig. (2-tailed)	0.000				
Leadership Style	Pearson Correlation	.671*	.518*	1.000		
	Sig. (2-tailed)	0.000	0.000			
Legal Framework	Pearson Correlation	.856*	.652*	.634*	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Organizational Culture	Pearson Correlation	.757*	.569*	.559*	.677*	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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

4.8.2 Regression Analysis

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. For the case of this study regression analysis was conducted to establish the statistical significance and relationship between the independent variables (human resource qualifications, leadership style, legal frame work and organizational culture) and selection. Regression analysis was also conducted to show the moderating influence of political influence on selection in Service State Corporation in Kenya.

Wan (2013) observed that regression analysis helped in generating an equation that describes the statistical relationship between one or more predictor variables and the response variable. Linear regressions were done for each of the independent variables to ascertain their relationship with selection. Multiple regression analysis was also conducted to ascertain the overall effect of the study variables on selection in service state corporations. In the interpretation and understanding of the results of

regression analysis, R squared was used to check on how well the model fitted the data. The coefficient of determination, R^2 was used in this study as a useful tool because it gives the proportion of the variance of one variable that is predictable from the other variable. It is a measure that allows the determination of how certain variables can be in making predictions from a certain model. The coefficient of determination is the ratio of the explained variation to the total variation. The regression analysis results were presented using regression model summary tables, analysis of Variance (ANOVA) table and beta coefficients tables.

4.9 Model Summary for Influence of Human Resource Qualification on Selection

A regression analysis was conducted to determine the statistical influence of human resource qualification on selection and also the relationship between human resource qualification and selection. The regression model on human resource qualification and selection is presented in Table 4.21. The results showed that the coefficient of determination (R squared) is 0.507 and adjusted R squared of 0.503 at 95% significance level. The R squared of 0.507 implies that human resource qualification explains 50.7% of the variation in selection of employees in Service State Corporation in Kenya. The adjusted R square of 0.503 depicts that human resource qualifications in exclusion of the constant variable explains the variation in selection by 50.3 % .The remaining 49.3% of the variation in the dependent variable can be explained by other factors which were not part of the current model.

Table 4.21: Model Summary for Human Resource Qualification

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712a	0.507	0.503	0.39625

a Predictors: (Constant), Human Resource Qualification

In Table 4.22, ANOVA results are shown. The results show that the model was statistically significant in explaining the influence of human resource qualifications

on selection of employees in Service State Corporation in Kenya and it is indicated by a p-value of $0.000 < 0.05$.

Table 4.22: ANOVA for Human Resource Qualification

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.191	1	19.191	122.228	.000 ^b
	Residual	18.684	131	0.157		
	Total	37.876	132			

a. Dependent Variable: Selection

b. Predictors: (Constant), Human Resource Qualifications

In Table 4.23, the regression coefficient results are presented. The regression coefficient results show that there is a positive and statistically significant relationship between human resource qualifications and selection of employees in Service State Corporation in Kenya ($\beta = .729$, $p = .000 < .05$). This implies that a unit change in human resource qualification leads to an improvement in selection of employees in Service State Corporation in Kenya by 0.729 units.

Table 4.23: Regression Coefficients for Human Resource Qualifications

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.308	0.288		4.547	0.000
	Human Resource Qualifications	0.729	0.066	0.712	11.056	0.000

a. Dependent Variable: Selection

$$Y = 1.308 + 0.729x_1 \dots \dots \dots 4.1$$

Where

Y represent Selection

X₁ represent Human Resource Qualification

4.9.1 Model Summary for Influence of Leadership Style on Selection

A regression analysis was conducted to determine the statistical influence of leadership style on selection and also the relationship between leadership style and selection. The regression summary model on leadership style and selection is presented in Table 4.24. The results showed that the coefficient of determination (R squared) is 0.450 and adjusted R squared of 0.446 at 95% significance level. The R squared of 0.450 implies that leadership style as a variable explains 45.0% of the variation in selection of employees in Service State Corporation in Kenya. The adjusted R squared of 0.446 depicts that leadership style in exclusion of the constant variable explains the variation in selection by 44.6 % .The remaining 55.0% of the variation in the dependent variable can be explained by other factors which were not part of the current study.

Table 4.24: Model Summary for Leadership Style

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671a	0.450	0.446	0.41823

a Predictors: (Constant), Leadership Style

In Table 4.25, ANOVA results are presented and the results show that the model was statistically significant in explaining the influence of leadership style on selection of employees in Service State Corporation in Kenya and it is indicated by a p-value of $0.000 < 0.05$.

Table 4.25: ANOVA for Leadership Style

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.061	1	17.061	97.541	.000 ^b
	Residual	20.815	131	0.175		
	Total	37.876	132			

a. Dependent Variable: Selection

b. Predictors: (Constant), Leadership Style

In Table 4.26, the regression coefficient results are presented. The regression coefficient results show that there is a positive and statistically significant relationship between leadership style and selection of employees in Service State Corporation in Kenya ($\beta=.696$, $p=.000<.05$). This implies that a unit change in leadership style results into an improvement in selection of employees in Service State Corporation in Kenya by 0.696 units.

Table 4.26: Regression Coefficients for Leadership Style

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	Leadership Style	0.696	0.07	0.671	9.876	0.000

a. Dependent Variable: Selection

$$Y = 1.517 + 0.696x_2 \dots\dots\dots 4.2$$

Where

Y represent Selection

X₂ represent Leadership Style

4.9.2 Modeling Summary for Influence of Legal Framework on Selection

A regression analysis was conducted determine the statistical influence of legal framework on selection and also the relationship between legal framework and selection. The regression summary model on legal framework and selection is presented in Table 4.27. The results show that the coefficient of determination (R

squared) is 0.733 and adjusted R squared of 0.731 at 95% significance level. The R squared of 0.733 implies that legal framework as a variable explains 73.3% of the variation in selection of employees in Service State Corporation in Kenya. The adjusted R squared of 0.731 depicts that legal framework in exclusion of the constant variable explains the variation in selection by 73.1% .The remaining 26.7% of the variation in the dependent variable can be explained by other factors which were not part of the current study.

Table 4.27: Model Summary for Legal Framework

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856a	0.733	0.731	0.29137

a Predictors: (Constant), Legal Framework

In Table 4.28, ANOVA results are presented and the results show that the model was statistically significant in explaining the influence of legal framework on selection of employees in Service State Corporation in Kenya as indicated by a p-value of $0.000 < 0.05$.

Table 4.28: ANOVA for Legal Framework

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.773	1	27.773	327.145	.000 ^b
	Residual	10.103	119	0.085		
	Total	37.876	120			

a. Dependent Variable: Selection

b. Predictors: (Constant), Legal Framework

In Table 4.29, the regression coefficient results are presented. The regression coefficient results show that there is a positive and statistically significant relationship between legal framework and selection of employees in Service State Corporation in Kenya ($\beta=.872$, $p=.000 < .05$). This implies that a unit change in legal framework results into an improvement in selection of employees in Service State Corporation in Kenya by 0.872 units.

Table 4.29: Regression Coefficients for Legal Framework

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.735	0.208		3.536	0.001
	Legal Framework	0.872	0.048	0.856	18.087	0.000

a. Dependent Variable: Selection

$$Y = 0.735 + 0.872x_3 \dots\dots\dots 4.3$$

Where

Y represent Selection

X₃ represent Legal Framework

4.9.3 Modelling Summary for Influence of Organizational Culture on Selection

A regression analysis was conducted determine the statistical influence of organizational culture on selection and also the relationship between organizational culture and selection. The regression summary model on organizational culture and selection is presented in Table 4.30. The results show that the coefficient of determination (R squared) is 0.574 and adjusted R squared of 0.570 at 95% significance level. The R squared of 0.574 implies that organizational culture as a variable explains 57.4% of the variation in selection of employees in Service State Corporation in Kenya. The adjusted R squared of 0.570 depicts that organizational culture in exclusion of the constant variable explains the variation in selection by 57.0% .The remaining 42.6% of the variation in selection can be explained by other factors which were not part of the current study.

Table 4.30: Model Summary for Organizational Culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757a	0.574	0.570	0.36835

a Predictors: (Constant), Organizational Culture

In Table 4.31, ANOVA results are presented and the results show that the model was statistically significant in explaining the influence of organizational culture on selection of employees in Service State Corporation in Kenya as indicated by a p-value of $0.000 < 0.05$.

Table 4.31: ANOVA for Organizational Culture

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.729	1	21.729	160.146	.000 ^b
	Residual	16.146	119	0.136		
	Total	37.876	120			

a. Dependent Variable: Selection

b. Predictors: (Constant), Organizational Culture

In Table 4.32, the regression coefficient results are presented. The regression coefficient results show that there is a positive and statistically significant relationship between organizational culture and selection of employees in Service State Corporation in Kenya ($\beta = .796$, $p = .000 < .05$). This implies that a unit change in organizational culture results into an improvement in selection of employees in Service State Corporation in Kenya by 0.796 units.

Table 4.32: Regression Coefficients for Organizational Culture

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.129	0.265		4.253	0.000
	Organizational Culture	0.796	0.063	0.757	12.655	0.000

a. Dependent Variable: Selection

$$Y = 1.129 + 0.796x_4 \dots \dots \dots 4.4$$

Where

Y represent Selection

X₄ represent Organizational Culture

4.10 Multiple Linear Regression Analysis

The overall regression analysis was conducted between all the independent variables (human resource qualifications, leadership style, legal frame work and organizational culture) and selection. Multiple regression analysis helps in generating an equation that describes the statistical relationship between more predictor variables and the response variable (Mugenda & Mugenda, 2003).

4.10.1 Goodness of Fit Model Summary

In the study, multiple regressions were done because the study had four independent variables. In the interpretation and understanding the result of regression analysis, R squared was used to check how well the model fitted the data. The coefficient of determination, R squared was used in this study as a useful tool because it gives the proportion of the variance of one variable that is predictable from the other variable. The coefficient of determination is such that $0 < R^2 < 100$, and denotes the strength of the linear relationship between independent variables and dependent variable.

The model summary results in Table 4.33 showed that human resource qualifications, leadership style, legal frame work and organizational culture were satisfactory variables in explaining selection of employees in Service State Corporation in Kenya. This is supported by coefficient of determination also known as the R squared of 0.823 and an adjusted R squared of 0.817. R squared of 0.823 implies that that human resource qualifications, leadership style, legal frame work and organizational culture jointly explain 82.3% of the variations in selection of employees in Service State Corporation in Kenya. The adjusted R squared of 0.817 depicts that human resource qualifications, leadership style, legal frame work and organizational culture in exclusion of the constant variable jointly explains the variation in selection by 81.7% .The remaining 17.7% of the variation in selection can be explained by other factors which were not part of the current study.

Table 4.33: Overall Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907a	0.823	0.817	0.24022

a Predictors: (Constant), Organizational Culture, Leadership Style, Human Resource Qualification, Legal Framework

4.10.2 ANOVA Analysis for the Overall Model

Table 4.34 provides the results on the overall analysis of the variance (ANOVA). The results in Table 4.34 indicate that the overall model was statistically significant in explaining the relationship between human resource qualifications, leadership style, legal framework organizational culture and selection. Further, the results imply that the human resource qualifications, leadership style, legal framework organizational culture are good predictors of selection. This was supported by an F statistic of 135.091 and the reported p-value of $0.000 < .05$. It was therefore concluded that the human resource qualifications, leadership style, legal framework organizational culture had significant combined effects on the selection of employees in Service State Corporation in Kenya.

Table 4.34: Overall Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.182	4	7.795	135.091	.000 ^b
	Residual	6.694	128	0.058		
	Total	37.876	132			

a. Dependent Variable: Selection

b. Predictors: (Constant), Organizational Culture, Leadership Style, Human Resource Qualification, Legal Framework

4.10.3 Regression Coefficients Analysis of Overall Model

The regression coefficients of the overall model are presented in Table 4.35. Regression coefficients in Table 4.35 showed that human resource qualification had a positive and significant influence on the selection of employees in Service State Corporation in Kenya ($\beta = .193$, $p = .001 < .05$). This was supported by a calculated t-

statistic of 3.523 that was greater than the critical t-statistic of 1.96 further confirming the significance. The results also show that that leadership style had a positive and significant influence on the selection of employees in Service State Corporation in Kenya ($\beta = .131, p=.017<.05$). This was supported by a calculated t-statistic of 2.418 that was greater than the critical t-statistic of 1.96 further confirming the significance. Further, the results also show that that legal framework had a positive and significant influence on the selection of employees in Service State Corporation in Kenya ($\beta = .491, p=.000<.05$). This was supported by a calculated t-statistic of 7.674 that was greater than the critical t-statistic of 1.96 further confirming the significance.

Finally, the coefficients results revealed that organizational culture had a positive and significant influence on the selection of employees in Service State Corporation in Kenya ($\beta = .266, p=.000<.05$). This was supported by a calculated t-statistic of 4.560 that was greater than the critical t-statistic of 1.96 further confirming the significance. These results implies that a unit improvement in human resource qualifications, leadership style, legal framework and organizational culture will lead to an improvement in selection of employees in Service State Corporation in Kenya by 0.193, 0.131, 0.491 and 0.266 respectively.

Table 4.35: Multiple Regression of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	(Constant)	-0.138	0.207	-0.668	0.506
1	Human Resource Qualification	0.193	0.055	0.188	3.523
	Leadership Style	0.131	0.054	0.126	2.418
	Legal Framework	0.491	0.064	0.482	7.674
	Organizational Culture	0.266	0.058	0.253	4.560

a. Dependent Variable: Selection

The regression model therefore became;

$$Y = -0.138 + 0.193X_1 + 0.131X_2 + 0.491X_3 + 0.266X_4 \dots\dots\dots 4.5$$

Where:

Y represent Selection in Service State Corporation in Kenya

X₁ represent Human Resource Qualifications

X₂ represent Leadership Style

X₃ represent Legal Framework

X₄ represent Organizational Culture

4.11 Moderating Effect of Political Influence

The fifth objective of the study was to determine the moderating influence of political influence on selection in Service State Corporation in Kenya. All the independent variables were moderated by the variable political influence to give a composite variables.

4.11.1 Model Summary of Moderating Effect of Political Influence

The results in Table 4.36 showed the model summary for the moderating effect of political influence. The R squared was used to check how well the model fitted the data after moderation. The results in Table 4.36 showed that the R squared after moderation by political influence was 0.795 which was less than the non-moderated effect which had its R square being 0.823. This implies that political influence does not moderate the relationship between the antecedents of selection of employees in service oriented State Corporation in Kenya and explain 79.5% of the variations in selection of employees in service oriented State Corporation in Kenya.

Table 4.36: Model Fitness for the Moderating Effect of Political Influence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892a	0.795	0.788	0.25841

a. Predictors: (Constant), Organizational Culture*Political Influence Human Resource Qualification*Political Influence, Leadership Style*Political Influence Legal Framework*Political Influence

4.11.2 ANOVA Analysis for the Moderating Effect of Political Influence

The results presented in Table 4.37 show the analysis of variance (ANOVA) results on the moderating effect of political Influence. The results in Table 4.37 revealed that the regression model of moderating effect of political influence on the relationship between antecedents and selection of employees in service oriented State Corporation in Kenya is significant and supported by $F=112.803$, $p=0.000<.05$). The results implies that to some extent political influence influences the selection of employees in service oriented State Corporation in Kenya.

Table 4.37: ANOVA for the Moderating Effect of Political Influence

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.13	4	7.532	112.803	.000 ^b
	Residual	7.746	128	0.067		
	Total	37.876	132			

a. Dependent Variable: Selection

b. Predictors: (Constant), Organizational Culture*Political Influence, Human Resource Qualification*Political Influence, Leadership Style*Political Influence, Legal Framework*Political Influence.

4.11.3 Regression Coefficients Analysis for the Moderating Effect of Political Influence

The results in Table 4.38 showed the regression coefficients after moderation using political influence. Based on the results in Table 4.38 human resource qualifications was insignificant after moderation with $p\text{-value}= 0.058>.05$. This implies that

political influence does not moderate the relationship between the human resource qualification and selection of employees in service oriented State Corporation in Kenya. The results also showed that leadership style was insignificant after moderation with p-value= 0.326>.05 implying that political influence does not moderate the relationship between leadership style and selection of employees in service oriented State Corporation in Kenya.

The results further showed that legal framework was significant after moderation with p-value= .001<.05. This implies that political influence moderates the relationship between legal framework and selection of employees in service oriented State Corporation in Kenya. Finally, the results showed that organizational culture was significant after moderation with p-value =.004<.05 implying that political influence moderates the relationship between organizational culture and selection of employees in service oriented State Corporation in Kenya. Since political influence did not moderate all the four variables, the conclusion was that political influence had no moderating influence on the relationship between the antecedents of selection and the dependent variable which is selection of employees in service oriented State Corporation in Kenya.

Table 4.38: Moderating Effect of Political Influence

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.11	0.116		18.129	0.000
Human Resource Qualification*Political Influence	0.024	0.012	0.175	1.916	0.058
Leadership Style*Political Influence	0.013	0.013	0.09	0.987	0.326
Legal Framework*Political Influence	0.05	0.015	0.384	3.358	0.001
Organizational Culture*Political Influence	0.04	0.014	0.287	2.924	0.004

a. Dependent Variable: Selection

4.12 Hypotheses Test Result

Hypotheses were tested using multiple linear regression analysis as represented in Table 38.

The First Hypothesis Tested was:

H₀₁: Human resource qualifications have no statistically significant influence on selection in Service State Corporations in Kenya.

The hypothesis was tested by using a multiple linear regression and determined using p-value and t-statistic. The acceptance/rejection criterion was that, if the p-value is less than .05, H₀₁ is rejected; however, if $p > 0.05$, then H₀₁ is not rejected, hence adopted. So the null hypothesis was that human resource qualifications have no statistically significant influence on selection in Service State Corporations in Kenya. Results in Table 38 show that the p-value was less than 0.05. This was supported by a calculated t-statistic of 3.523 which was greater than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and alternative hypothesis adopted that human resource qualifications have significant influence on selection in service state corporations in Kenya.

The Second Hypothesis Tested was:

H₀₂: Leadership style has no statistically significant influence on selection in Service State Corporations in Kenya.

The hypothesis was tested by using a multiple linear regression and determined using p-value and t-statistic. The acceptance/rejection criterion was that, if the p-value is less than .05, H₀₂ is rejected; however, if $p > 0.05$, then H₀₂ is not rejected, hence adopted. So the null hypothesis was that leadership style has no statistically significant influence on selection in Service State Corporations in Kenya. Results in Table 38 show that the p-value was less than 0.05. This was supported by a calculated t-statistic of 2.418 which was greater than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and the alternative hypothesis adopted

that, leadership style has significant influence on selection in service state corporations in Kenya.

The Third Hypothesis Tested was:

H₀₃: Legal framework has no statistically significant influence on selection in Service State Corporations in Kenya.

The hypothesis was tested by using a multiple linear regression and determined using p-value and t-statistic. The acceptance/rejection criterion was that, if the p-value is less than .05, H₀₃ is rejected; however, if $p > 0.05$, then H₀₃ is not rejected, hence adopted. So the null hypothesis was that legal framework has no statistically significant influence on selection in Service State Corporations in Kenya. Results in Table 38 show that the p-value was less than 0.05. This was supported by a calculated t-statistic of 7.674 which was greater than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and alternative hypothesis adopted that, legal framework has significant influence on selection in service state corporations in Kenya.

The Fourth Hypothesis Tested was:

H₀₄: Organizational culture has no statistically significant influence on selection in Service State Corporations in Kenya.

The hypothesis was tested by using a multiple linear regression and determined using p-value and t-statistic. The acceptance/rejection criterion was that, if the p-value is less than .05, H₀₄ is rejected; however, if $p > 0.05$, then H₀₄ is not rejected, hence adopted. So the null hypothesis was that organizational culture has no statistically significant influence on selection in Service State Corporations in Kenya. Results in Table 38 show that the p-value was less than 0.05. This was supported by a calculated t-statistic of 4.560 which was greater than the critical t-statistic of 1.96. The null hypothesis was therefore rejected and alternative hypothesis adopted that organizational culture has significant influence on selection in service state corporations in Kenya.

The Fifth Hypothesis Tested was:

H₀₅: Political Influence as a moderator has no statistically significant influence on selection in Service State Corporations in Kenya.

The hypothesis was tested using a multiple linear regression after moderation with political affiliation and determined using p-value. The acceptance/rejection criterion was that, if the p-value is less than .05, H₀₅ is rejected; however, if $p > 0.05$, then H₀₅ is not rejected, hence adopted. So the null hypothesis was that political influence as a moderator has no statistically significant influence on selection in Service State Corporations in Kenya. Based on the results, political influence did not moderate human resource qualifications since $p > .05$, and leadership style since $p > .05$. However, political influence moderated legal framework and organizational culture since the $p < .05$. The study hence concludes that political influence moderates the relationship between legal framework, organizational culture and selection in Service State Corporations in Kenya ($p < .05$). However, political influence does not moderate the relationship between human resource qualifications, leadership style selection in Service State Corporations in Kenya.

4.13 Discussion of the Results

This section discusses the research findings in this chapter based on the objectives and hypothesis of the study.

4.13.1 Human Resource Qualifications on Selection

The first objective if the study was to establish how human resource qualifications influence selection in Service State Corporations in Kenya. The descriptive statistics results revealed that the respondents differed on academic qualification as a requirement in selection in service state corporations by a standard deviation of 1.102 but on average majority (mean =3.69≈4.00) agreed on the same. This was accounted by majority (69%) of the respondents who agreed that academic qualification was a requirement selection within the state corporations. Moreover, majority 45% of the respondents agreed that selection was basically on professional qualification of the

candidate. It was important to note that work related experience is an added advantage in selection in service state corporations since majority agreed.

In addition, majority 65 % agreed that applicants with higher academic qualifications stand a better chance of acquiring a job in service state corporations while 42% disagreed that service state corporations select only highly qualified employees. Moreover, the findings revealed that majority 54% agreed that the service state corporations take measure to attract highly skilled and knowledgeable employees. Though, the respondents differed on the statement that Service state corporations will select employees by professional qualification than work experience accounted for by standard deviation of 0.958 majority did not know on the same (mean =2.52 \approx 3.00).

Correlations analysis was also conducted to assess the nature of the association between human resource qualification and selection in Service State Corporations in Kenya. The results revealed that there was a strong positive and significant association between human resource qualification and selection of employees in Service State Corporation in Kenya ($r=0.712$, $p<0.05$). Regression analysis results revealed that there is a positive and statistically significant relationship between human resource qualifications and selection of employees in Service State Corporation in Kenya ($\beta=.729$, $p=.000<.05$).

The regression analysis results meant that a unit change in human resource qualification leads to an improvement in selection of employees in Service State Corporation in Kenya by 0.729 units. Additionally, hypothesis was tested that human resource qualifications have no significant influence on selection in service state corporations in Kenya. Since the p-value was less than 0.05, the conclusion was that human resource qualifications have significant influence on selection in service state corporations in Kenya.

This findings conquers with the human capital theory which states that an employee's education increases his or her skills which in turn enhances future job performance (Strober, 2010). This leads to development of opportunity to on

knowledge or abilities specific to the workplace was taken into account in the initial formulations of human capital theory (Becker, 2009) and subsequently studied and documented for blue-collar workers (Topel, 2005; Felli & Harris, 2006). From this findings, its seen that today, employees with diverse backgrounds are replacing workers with specialized qualifications (Heraty *et al*, 1997; Heraty & Morley, 1998). In agreement with this, Burack and Singh (1995) emphasize that, firms need flexible employees who can adjust to the constant changing customer needs and working environment. The difference between successful and unsuccessful organizations is down to the people who are employed and the way they work (Pfeffer, 1994). This means that when employees are trained and have required human resource qualifications improve the effectiveness and quality of work.

Thus the state corporations in Kenya should recruit and select highly qualified staffs so that they can increases production to meet today's current economic and employment climate. Furthermore, this leaves it more challenging for organizations when it comes to recruiting and selecting with numbers of applicants increasing all the time. Assessment tools increase the speed of the selection process making sure the right people are chosen for the job (Hedger, 2009). Organizations should review their previous and current selection sources, to see what has been the most effective. This is to make sure they are employing individuals with the right knowledge, skills and abilities in order to work towards the organizations objectives.

From the findings, the study indicated that there exists a strong positive relationship between human resource qualification and selection in state corporations in Kenya. This findings concurs with the study conducted by Box all and Purcell (2011; Porter, Bingham & Simmonds, 2008) which indicates that the competencies, skills, motivation and social interaction of the employees of an organization are increasingly being seen as critical sources of competitive advantage. With new technologies and innovations, the growth of marketplaces and changes in the economy and population, the speed of work is increasing and business models that used to work well are now becoming outdated. Today it is becoming increasingly important to update employee's skills and competencies by developing and training

them in order to establish a balance between employee preferences and employer requirements (Cassidy-MacKenzie, 2014).

4.13.2 Leadership Style on Selection

The second objective for this study was to find out how leadership style influence selection in Service State Corporations in Kenya. Descriptive statistics results revealed that the respondents differed on whether situational leaders depend on the environment to utilize their style of leadership or not as indicated by a standard deviation of 0.335. On average, majority (mean =3.96≈4.00) agreed that situational leaders depend on the environment to utilize their style of leadership. Majority (77%) of the respondents agreed that situational leaders depend on the environment to utilize their style of leadership. Moreover, majority 58% of the respondents agreed that transformational leaders have integrity to motivate people with a shared vision of the future, and communicate well. It was important to note that transactional leaders accept the structure and make decision on when, how and who to recruit in Service State Corporations since majority (mean =3.97≈4.00) agreed.

In addition, 43% of respondents were neutral that all leaders are involved in the exercise of selection process in service state corporations while 42% agreed that in service state corporations all leaders participate in selection process. Moreover, the findings revealed that 40% of respondents were neutral that the Tribalism and nepotism play a major role on selection in Service State Corporations in Kenya. Though, the respondents differed on the statement that leaders are final determinant of candidates to be recruited in the service state corporations accounted for by standard deviation of 1.177 were neutral on the same (mean =2.68 ≈3.00). On overall majority (mean = 3.474, standard deviation = 0.824) of the respondents agreed that leadership style had effect on selection at state corporations in Kenya.

Correlation analysis results revealed that there was a strong positive and significant association between leadership style and selection of employees in Service State Corporation in Kenya ($r=0.671$, $p<0.05$). Further, regression analysis results revealed that there is a positive and statistically significant relationship between leadership

style and selection of employees in Service State Corporation in Kenya ($\beta=.696$, $p=.000<.05$). This implies that a unit change in leadership style results into an improvement in selection of employees in Service State Corporation in Kenya by 0.696 units. Finally, hypothesis was tested that leadership style has no statistically significant influence on selection in service state corporations in Kenya. Since the p-value was less than 0.05, the alternative hypothesis was adopted that leadership style has significant influence on selection in service state corporations in Kenya.

This results agreed that having an effective leader can mean the difference between success and failure for a business. According Fielder (1996) he pointed out that there are two important inferences of the study. First, how well a leader performs is a result of a highly complex interaction between individual's behavior and elements of the situation in which he or she operates. A leader's knowledge, abilities, and behavioral style are important in this interaction, as is the extent to which the leader is able to influence selection. Second, the necessary KSAs for leadership are learned, and training can be devised to develop these. The findings also find out a positive significant relationship between leadership style and selection. This implied that for acquire good leaders who will intern bring good leadership in the organization, then through selection process should be carried out. This brought a lot of transformation within the organization.

The findings were found to be in agreement with the findings Hersey and Blanchard (2014) who found out that over time, leadership began to be viewed more as result of social influences and relationships, with attention focused on the types and styles of leadership. Two types of leadership behaviors are seen as most influential in this leader-follower relationship: the initiation of structures and consideration of capacities of subordinates, (The local community level conceptualization of leadership can be better understood by considering two types of leaders within it: transactional and transformational leaders. Also Gardner (2015) simply distinguishes the two by explaining that transactional leadership accepts the current structure as it is and transformational leadership renews. Transactional leadership is defined through tangible compensation for a job done by an individual.

4.13.3 Legal Framework on Selection

The third objective of the study was to establish how legal framework influence selection in Service State Corporations in Kenya. The descriptive statistics results revealed that respondents differed on government policies and practices are measures used in selection process in service state corporations by a standard deviation of 0.923 but on average (mean =3.42≈3.00) indicated that were neutral. The study found that majority of the respondents (56%) were neutral that situational leaders depend on the environment to utilize their style of leadership. Moreover, majority 61% of the respondents agreed Acts of parliament influence selection process in service state corporations. It was important to note that Government rules and regulations affect selection process in service state corporations since majority (mean =3.59≈4.00) agreed.

In addition, 47% of respondents disagreed that Standardized tests are used during selection process while 71 % disagreed that Human resource policies and practices are followed in selection process. Moreover, the findings revealed that 62% of respondents disagreed that the service state corporations follow selection systems keenly. Though, the respondents differed on the statement that there is no laid down policy on selection in service state corporations accounted for by standard deviation of 1.145majority disagreed on the same (mean =2.37≈2.00).

On overall majority (mean = 2.8, standard deviation = 0.88) of the respondents were neutral that legal framework had effect on selection at state corporations in Kenya. This is in line with Djabatay (2016) pointed out that traditional methods of selection are being challenged by the need for organizations to address the increased complexity, greater ambiguity and rapid pace of change in the contemporary environment.

Correlation analysis results revealed a strong positive and significant association between legal framework and selection of employees in Service State Corporation in Kenya ($r=0.856$, $p<0.05$). In addition to correlation analysis, regression analysis was conducted to establish the relationship between legal framework and selection. The

results revealed that there was a positive and statistically significant relationship between legal framework and selection of employees in Service State Corporation in Kenya ($\beta=.872$, $p=.000<.05$) meaning that, a unit change in legal framework results into an improvement in selection of employees in Service State Corporation in Kenya by 0.872 units. Finally, hypothesis was tested that legal framework has no statistically significant influence on selection in service state corporations in Kenya. Since the p-value was less than 0.05, the null hypothesis was rejected and the alternative hypothesis adopted that legal framework has significant influence on selection in service state corporations in Kenya.

4.13.4 Organizational Culture on Selection

The fourth objective of the study was to determine how organizational culture influence selection in Service State Corporations in Kenya. The descriptive statistics results revealed that the respondents differed on service state corporations motivate employees with highly skills and attitudes by a standard deviation of 1.194 but on average majority (mean =2.86 \approx 3.00) were neutral. This was accounted by majority of about 44% who were neutral that motivate employees with high skills and attitudes. Moreover, majority 78% of the respondents agreed that organizational motivation and trust influence selections in service state corporations. It was important to note that there are perceptions by employees that for one to be recruited in State Corporations must come from a certain community since majority (mean =3.7 \approx 4.00) agreed.

In addition, majority 47 % didn't know that there is no discrimination of religion, sex, age and race when selecting a candidate to fill vacancy post in the organization while 49% were neutral that you must give bribe to be recruited in service state corporations. Moreover, the findings revealed that majority 78% agreed that you must have to be related to somebody by family or tribe to be employed in service state corporations. Though, the respondents differed on the statement that organizational norms influence selection in service state corporations accounted for by standard deviation of 0.877 were neutral on the same (mean =2.67 \approx 3.00). On overall majority (mean = 3.21, standard deviation = 0.879) of the respondents were

neutral that organization culture had effect on selection at state corporations in Kenya.

Correlation analysis results revealed that there existed a strong positive and significant association between organizational culture and selection of employees in Service State Corporation in Kenya ($r=0.757$, $p<0.05$). In addition, the regression analysis results revealed that there was a positive and statistically significant relationship between organizational culture and selection of employees in Service State Corporation in Kenya ($\beta=.796$, $p=.000<.05$) meaning that a unit change in organizational culture results into an improvement in selection of employees in Service State Corporation in Kenya by 0.796 units. Finally, the researcher tested the null hypothesis that organizational culture has no statistically significant influence on selection in service state corporations in Kenya. Since the p-value was less than 0.05, the null hypothesis was rejected and the alternative hypothesis adopted that organizational culture has significant influence on selection in service state corporations in Kenya.

The findings were found to be in agreement with the assertion by Lee (2015) that organizational culture is a vital factor in selection processes, influencing goals, promotes, set themselves and the strategies they choose to adopt. Proactivity and or reactivity are also strong influence in the selection process. Highly proactive individuals see selection success as something to be pursued in its own right, and thus experience a proactive selection system; while reactive individuals perceive promotion in terms of narrow task achievement and thus experience a reactive selection system. Motivation, appreciation, trust, rules and policies established and perpetuated by the dominant group reflect its values and cultural biases, which may be in conflict with the management. This should be followed thoroughly because Organizational norms a component of organization culture also affect decisions about selection techniques.

Employees perceptions of what was just in a testing process and concomitant positive or negative judgments of that process reach top managers (Bell, Weichman, & Ryan, 2014), concerned about the attitude of applicants towards the exams they

take. Hausknecht, Day and Thomas (2014) confirms the justification of this concern in research across 86 independent samples with an n of close to 50,000. In their analysis, applicants held positive perceptions about an organization's method for selecting employees were more likely to view the organization favorably and to report stronger intention to accept job offers and recommend the employer to others.

4.13.5 Moderating Effect of Political Influence

The fifth objective of the study was to determine the moderating influence of political influence on selection in Service State Corporation in Kenya. Correlational analysis revealed a weak positive and significant association between political influence and selection of employees in Service State Corporation in Kenya ($r=0.476$, $p<0.05$). The results also revealed that the R squared after moderation by political influence was 0.795 which was less than the non-moderated effect which had its R square as 0.823. This meant that political influence to some extent moderate the relationship between the antecedents and selection of employees in service oriented State Corporation in Kenya and explain 79.5% of the variations in selection of employees in service oriented State Corporation in Kenya.

The moderation results further revealed that human resource qualifications was insignificant after moderation with $p\text{-value}= 0.058>.05$ implying that political influence did not moderate the relationship between the human resource qualification and selection of employees in service oriented State Corporation in Kenya. The results also show that leadership style was insignificant after moderation with $p\text{-value}= 0.326>.05$ implying that political influence does not moderate the relationship between leadership style and selection of employees in service oriented State Corporation in Kenya. The results further show that legal framework was significant after moderation with $p\text{-value}= .001<.05$ implying that political influence moderated the relationship between legal framework and selection of employees in service oriented State Corporation in Kenya. Finally, the results show that organizational culture was significant after moderation with $p\text{-value} =.004<.05$ implying that political influence moderates the relationship between organizational culture and selection of employees in service oriented State Corporation in Kenya.

This findings concurs with Regulation of Employment and Conditions of Service Act, 1979 which indicates that like any other countries in the world Nigeria is also affected by political and legal factors whenever selection is being carried out. Reservation of jobs for Supreme courts, minorities, and other backward classes is a political decision. There was a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation was accepted as inevitable by all sections of the society. This findings contradicts with Nyamnjoh (2015) on organization culture who found out that the ethnic succession strategy become a cultural practice. Appointments to government and other important Service State Corporations positions are made strictly across ethnic lines.

4.14 Summary of Hypotheses Test Results

Results of the hypotheses were summarized and presented in Table 4.39

Table 4.39: Summary of Hypotheses Test Result

Hypothesis	Decision Rule	p-value	Comment
H₀₁: Human resource qualifications have no statistically significant influence on selection in Service State Corporations in Kenya.	Reject H ₀₁ if p value <0.05 t-statistics>1.96	p<0.05	The null hypothesis was rejected; therefore, human resource qualifications have a significant influence on selection in Service State Corporations in Kenya.
H₀₂: Leadership style has no statistically significant influence on selection in Service State Corporations in Kenya.	Reject H ₀₁ if p value <0.05 t-statistics>1.96	p<0.05	The null hypothesis was rejected; therefore, Leadership style has significant influence on selection in Service State Corporations in Kenya.
H₀₃: Legal framework has no statistically significant influence on selection in Service State Corporations in Kenya.	Reject H ₀₁ if p value <0.05 t-statistics>1.96	p<0.05	The null hypothesis was rejected; therefore, Legal framework has significant influence on selection in Service State Corporations in Kenya.
H₀₄: Organizational culture has no statistically significant influence on selection in Service State Corporations in Kenya.	Reject H ₀₁ if p value <0.05 t-statistics>1.96	p<0.05	The null hypothesis was rejected; therefore, Organizational culture has significant influence on selection in Service State Corporations in Kenya.
H₀₅: Political influence as a moderator has no statistically significant influence on selection in Service State Corporations in Kenya	Reject H ₀₁ if p value <0.05 t-statistics>1.96	p<0.05	Political influence moderates the relationship between legal framework, organizational culture and selection, but did not moderate the relationship between human resource qualifications, leadership style on selection in Service State Corporations in Kenya

4.15 Model Optimization and Revised Conceptual Framework

Model optimization was conducted on the result in Table 38 and result presented on Figure 10. Model optimization was purposely used to guide the derivation of the final model (revised conceptual framework) where only the significant variables are included for objectivity. The result was generated based on the multiple regression model coefficients. All variable were included in the optimized model because they were significant. The variables were ranked based on their influence on selection of employees in Service State Corporation in Kenya. Results of the new conceptual framework are presented in Figure 4.9.

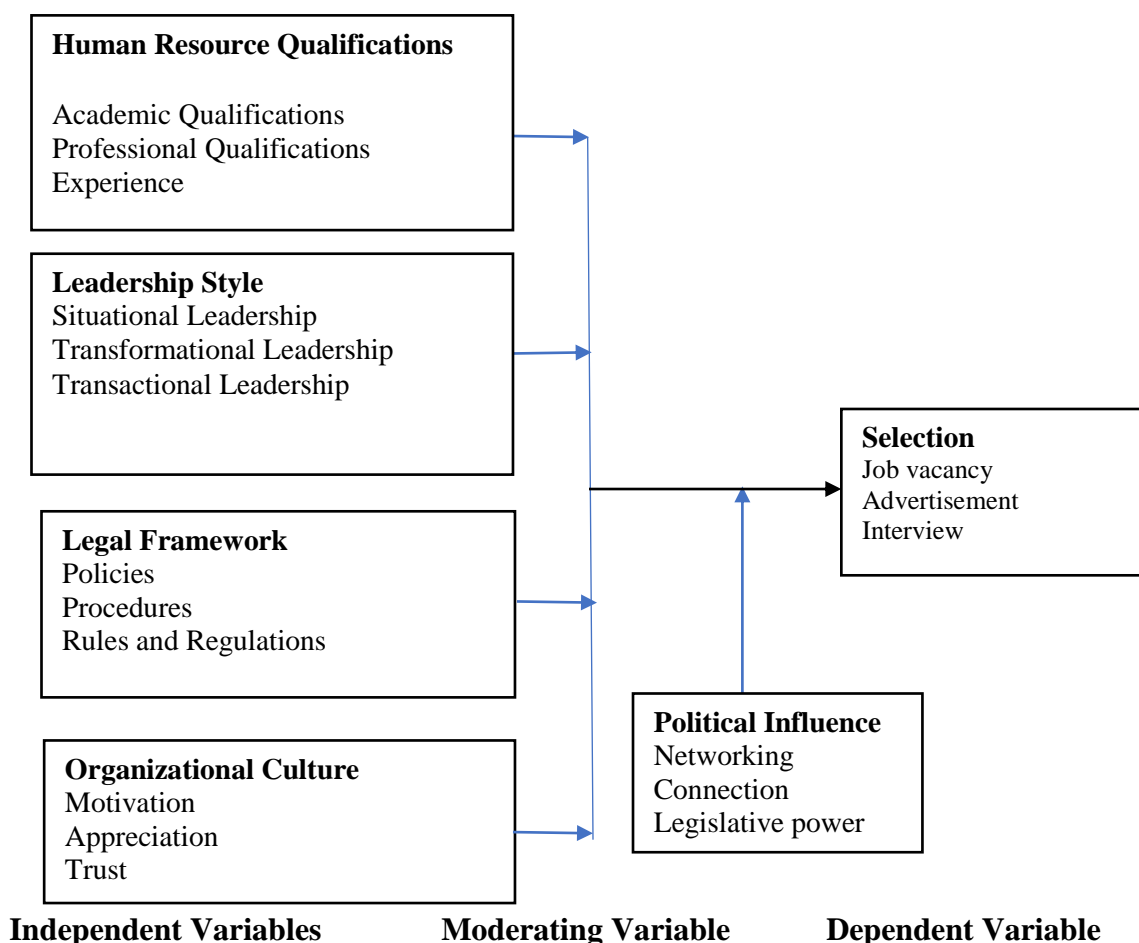


Figure 4.9: Optimal Model and Revised Conceptual Framework

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings based on specific objectives, research questions and hypothesis, conclusions reached based on the findings and recommendations for selection in state corporations as well as suggestions for further research.

5.2 Summary of Major Findings

Selection are becoming the most critical workforce management challenges of the immediate future. The demand for competent employees is high and organizations are therefore exposed to fight for the best and skilled employees. Knowledge management has become an integral strategy not only to retain employees but also as a source of competitive advantage. For organizations today, the ability to hold on to highly skilled employees is crucial for their future survival and hence proper selection must be carried out focusing on human resource qualifications, leadership style, legal framework , organization culture and political influence.

The purpose of this study was to establish the antecedents of selection in Service oriented State Corporations in Kenya. Specifically, the objectives were to establish human resource qualifications, legal framework, and organizational culture and to determine the moderating influence of political influence on selection in Service State Corporations in Kenya. To achieve these objectives primary data was collected using questionnaires. Simple random sampling technique was used to select a sample of 154 respondents out of which 133 questionnaires were returned. Internal consistency was tested using Cronbach's alpha and all the variables indicated reliable values. Data collected was analyzed using both descriptive (mean, standard deviation, and percentage) and inferential statistics (correlation and multiple linear regression) Correlation design was adopted to explain the causal relationship

between human resource qualifications, leadership style, legal framework , political influence and organization culture and selection in state corporation in Kenya.

5.2.1 Human Resource Qualifications and Selection

The first objective of the study was to establish how human resource qualifications influence selection in Service State Corporations in Kenya. The descriptive statistics results revealed that the respondents differed on academic qualification as a requirement in selection in service state corporations but on average majority agreed on the same. This was accounted by majority of the respondents who agreed that academic qualification was a requirement selection within the state corporations. Moreover, majority of the respondents agreed that selection was basically on professional qualification of the candidate. It was important to note that work related experience is an added advantage in selection in service state corporations since majority agreed.

In addition, majority agreed that applicants with higher academic qualifications stand a better chance of acquiring a job in service state corporations while others disagreed that service state corporations select only highly qualified employees. Moreover, the findings revealed that majority agreed that the service state corporations take measure to attract highly skilled and knowledgeable employees. Though, the respondents differed on the statement that Service state corporations select employees by professional qualification than work experience accounted for by standard deviation and majority did not know on the same. Correlations analysis was also conducted to assess the nature of the association between human resource qualification and selection in Service State Corporations in Kenya. The results revealed that there was a strong positive and significant association between human resource qualification and selection of employees in Service State Corporation in Kenya. Regression analysis results revealed that there was a positive and statistically significant relationship between human resource qualifications and selection of employees in Service State Corporation in Kenya.

The regression analysis results meant that a unit change in human resource qualification lead to an improvement in selection of employees in Service State Corporation in Kenya. Additionally, hypothesis was tested that human resource qualifications have a significant influence on selection in service state corporations in Kenya. The alternative hypothesis was therefore not rejected and the conclusion was that human resource qualifications have significant influence on selection in service state corporations in Kenya. The difference between successful and unsuccessful organizations was down to the people who were employed and the way they work. This means that when employees were trained and have required human resource qualifications improve the effectiveness and quality of work. Thus the state corporations in Kenya should recruit and select highly qualified staffs so that they can increase production to meet today's current economic and employment climate. Furthermore, this leaves it more challenging for organizations when it comes to recruiting and selecting with numbers of applicants increasing all the time. Assessment tools increase the speed of the selection process making sure the right people were chosen for the job. Organizations should review their previous and current selection sources, to see what had been the most effective. This was to make sure they were employing individuals with the right knowledge, skills and abilities in order to work towards the organizations objectives.

From the findings, the study indicated that there exists a strong positive relationship between human resource qualification and selection in state corporations in Kenya. With new technologies and innovations, the growth of marketplaces and changes in the economy and population, the speed of work was increasing and business models that used to work well were now becoming outdated. Today it was becoming increasingly important to update employee's skills and competencies by developing and training them in order to establish a balance between employee preferences and employer requirements.

5.2.2 Leadership Style and Selection

The second objective for this study was to find out how leadership style influence selection in Service State Corporations in Kenya. Descriptive statistics results

revealed that the respondents differed on whether situational leaders depend on the environment to utilize their style of leadership or not as indicated by a standard deviation. On average, majority agreed that situational leaders depend on the environment to utilize their style of leadership. Majority of the respondents agreed that situational leaders depend on the environment to utilize their style of leadership. Moreover, majority of the respondents agreed that transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well. It was important to note that transactional leaders accept the structure and make decision on when, how and who to recruit in Service State Corporations since majority agreed.

In addition, majority did not know that all leaderships are involved in the exercise of selection process in service state corporations while other agreed that in service state corporations all leaders participate in selection process. Moreover, the findings revealed that majority did not know that the tribalism and nepotism play a major role on selection in Service State Corporations in Kenya. Though, the respondents differed on the statement that leaders are final determinant of candidates to be recruited in the service state corporations accounted for. Majority did not know on the same. On overall majority of the respondents agreed that leadership style had effect on selection at state corporations in Kenya.

Correlation analysis results revealed that there was a strong positive and significant association between leadership style and selection of employees in Service State Corporation in Kenya. Further, regression analysis results revealed that there was positive and statistically significant relationship between leadership style and selection of employees in Service State Corporation in Kenya. This implied that a unit change in leadership style results into an improvement in selection of employees in Service State Corporation in Kenya. Finally, hypothesis was tested that leadership style had significant influence on selection in service state corporations in Kenya. the alternative hypothesis was therefore not rejected and the conclusion was that leadership style had significant influence on selection in service state corporations in Kenya.

This results agreed that having an effective leader can mean the difference between success and failure for a business. There were two important inferences of the study. First, how well a leader performs is a result of a highly complex interaction between individual's behavior and elements of the situation in which he or she operates. A leader's knowledge, abilities, and behavioral style were important in this interaction, as was the extent to which the leader was able to influence selection. Second, the necessary KSAs for leadership were learned, and training can be devised to develop these. The findings also found out a positive significant relationship between leadership style and selection. This implied that for acquiring good leaders who were intern bring good leadership in the organization, then through selection process should be carried out. This was to bring a lot of transformation within the organization.

Over time, leadership began to be viewed more as result of social influences and relationships, with attention focused on the types and styles of leadership. Two types of leadership behaviors were seen as most influential in this leader-follower relationship: the initiation of structures and consideration of capacities of subordinates, (The local community level conceptualization of leadership can be better understood by considering two types of leaders within it: transactional and transformational leaders.

5.2.3 Legal Framework and Selection

The third objective of the study was to establish how legal framework influence selection in Service State Corporations in Kenya. The descriptive statistics results revealed that respondents differed on government policies and practices are measures used in selection process in service state corporations by a standard deviation but on average majority indicated that they did not know. Moreover, majority of the respondents agreed Acts of parliament influence selection process in service state corporations. It was important to note that Government rules and regulations affect selection process in service state corporations since majority agreed.

In addition, majority disagreed that Standardized tests were used during selection process while most of the respondents disagreed that Human resource policies and practices were followed in selection process. Moreover, the descriptive statistics results revealed that respondents differed on government policies and practices were measures used in selection process in service state corporations by a standard deviation but on average majority indicated that they did not know. On overall majority of the respondents didn't know that legal framework had effect on selection at state corporations in Kenya.

Correlation analysis results revealed a strong positive and significant association between legal framework and selection of employees in Service State Corporation in Kenya. In addition to correlation analysis, regression analysis was conducted to establish the relationship between legal framework and selection. The results revealed that there was a positive and statistically significant relationship between legal framework and selection of employees in Service State Corporation in Kenya meaning that, a unit change in legal framework results into an improvement in selection of employees in Service State Corporation in Kenya. Finally, hypothesis was tested that legal framework had significant influence on selection in service state corporations in Kenya. The alternative hypothesis was not rejected and the conclusion was that legal framework has significant influence on selection in service state corporations in Kenya.

5.2.4 Organizational Culture and Selection

The fourth objective of the study was to determine how organizational culture influence selection in Service State Corporations in Kenya. The descriptive statistics results revealed that the respondents differed on service state corporations select employees with highly desired knowledge, skills and attitudes by a standard deviation but on average majority did not know. This was accounted by majority who did know. Moreover, majority of the respondents agreed that there were core values in every service state corporation to be followed in selections. It was important to note that there were perceptions by employees that for one to be

recruited in State Corporations must come from a certain community since majority agreed.

In addition, majority didn't know that there was no discrimination of religion, sex, age and race when selecting a candidate to fill vacancy post in the organization while almost half didn't know that you must give bribe to be recruited in service state corporations. Moreover, the findings revealed that majority agreed that you must have to be related to somebody by family or tribe to be employed in service state corporations. Though, the respondents differed on the statement that organizational norms influence selection in service state corporations accounted for by standard deviation, majority did not know on the same. On overall majority of the respondents didn't know that organization culture had effect on selection at state corporations in Kenya. Correlation analysis results revealed that there existed a strong positive and significant association between organizational culture and selection of employees in Service State Corporation in Kenya. In addition, the regression analysis results revealed that there was a positive and statistically significant relationship between organizational culture and selection of employees in Service State Corporation in Kenya meaning that a unit change in organizational culture results into an improvement in selection of employees in Service State Corporation in Kenya. Finally, the researcher tested the hypothesis that organizational culture has significant influence on selection in service state corporations in Kenya. Since the p-value was less than 0.05, the alternative hypothesis was not rejected and the conclusion was that organizational culture has significant influence on selection in service state corporations in Kenya.

Organizational culture was a vital factor in selection processes, influencing goals, promotes, set themselves and the strategies they choose to adopt. Proactivity and or reactivity were also strong influence in the selection process. Highly proactive individuals see selection success as something to be pursued in its own right, and thus experience a proactive selection system; while reactive individuals perceive promotion in terms of narrow task achievement and thus experience a reactive selection system. Norms, values, rules and policies established and perpetuated by

the dominant group reflect its values and cultural biases, which might be in conflict with the management. This should be followed thoroughly because Organizational norms a component of organization culture also affect decisions about selection techniques. Employees perceptions of what was just in a testing process and concomitant positive or negative judgments of that process reach top managers, concerned about the attitude of applicants towards the exams they took.

5.2.5 Moderating Effect of Political Influence

The fifth objective of the study was to determine the moderating influence of political influence on selection in Service State Corporation in Kenya. Correlational analysis revealed a weak positive and significant association between political affiliation and selection of employees in Service State Corporation in Kenya. This meant that political influence to some extent moderate the relationship between the antecedents and selection of employees in service oriented State Corporation in Kenya and explained the variations in selection of employees in service oriented State Corporation in Kenya.

The moderation results further revealed that human resource qualifications was insignificant after moderation, implying that political influence did not moderate the relationship between the human resource qualification and selection of employees in service oriented State Corporation in Kenya. The results also show that leadership style was insignificant after moderation, implying that political influence did not moderate the relationship between leadership style and selection of employees in service oriented State Corporation in Kenya. The results further showed that legal framework was significant after moderation, implying that political influence moderated the relationship between legal framework and selection of employees in service oriented State Corporation in Kenya. Finally, the results show that organizational culture was significant after moderation, implying that political influence moderates the relationship between organizational culture and selection of employees in service oriented State Corporation in Kenya.

This findings concurred with Regulation of Employment and Conditions of Service Act, which indicated that like any other countries in the world Nigeria was also affected by political and legal factors whenever selection was being carried out. Reservation of jobs for Supreme courts, minorities, and other backward classes was a political decision. There was a strong case for giving preference to people hailing from less-advantaged sections of the society. Reservation had been accepted as inevitable by all sections of the society. The ethnic succession strategy become a cultural practice. Appointments to government and other important Service State Corporations positions are made strictly across ethnic lines.

5.3 Conclusions of the Study

Based on the findings, this study makes a number of conclusions. Globalization has not only increased competition among organizations but has also created new window of opportunities for the workforce. Failing to retain key talent in state corporations is costly for any government due to costs associated with employee turnover which required through selection to be adopted by State Cooperation. Selection strategies can facilitate development of employees, enhance service delivery and also give the state corporations in Kenya an enhanced corporate image.

5.3.1 Human Resource Qualifications and Selection

Based on the findings, this study concluded that the work related experience was an added advantage in selection in service state corporations since majority agreed. Human resource planning helped the organizations to forecast, recruit, retain, and optimize the deployment of the personnel needed to meet business requirements, objectives and to respond to the changes in the external environment, such as technology, competition. Based on the correlations analysis results, the study concluded that human resource qualification significantly influences selection of employees in Service State Corporation in Kenya. The study also concluded that there was a positive and statistically significant relationship between human resource qualifications and selection of employees in Service State Corporation in Kenya.

It also sufficed to conclude that an employee's education increases his or her skills which in turn enhances future job performance. This led to development of opportunity to on knowledge or abilities specific to the workplace was taken into account in the initial formulations of human capital theory and subsequently studied and documented for blue-collar workers. The study further concluded that employees with diverse backgrounds were replacing workers with specialized qualifications. When employees were trained and had required human resource qualifications improve the effectiveness and quality of work. Thus the state corporations in Kenya should recruit and select highly qualified staffs so that they could increase production to meet today's current economic and employment climate. Furthermore, this leaves it more challenging for organizations when it comes to recruiting and selecting with numbers of applicants increasing all the time. Assessment tools increase the speed of the selection process making sure the right people were chosen for the job.

The study also concluded that the competencies, skills, motivation and social interaction of the employees of an organization were increasingly being seen as critical sources of competitive advantage. With new technologies and innovations, the growth of marketplaces and changes in the economy and population, the speed of work was increasing and business models that used to work well were now becoming outdated. Today it was becoming increasingly important to update employee's skills and competencies by developing and training them in order to establish a balance between employee preferences and employer requirements.

5.3.2 Leadership Style and Selection

Based on the findings, this study concludes that all leaderships are involved in the exercise of selection process in service state corporations. Based on the correlation and regression analysis results, the study concludes that leadership style significantly influences selection of employees in Service State Corporation in Kenya, leadership style has significant influence on selection in service state corporations in Kenya.

The study also concludes that how well a leader performs is a result of a highly complex interaction between individual's behavior and elements of the situation in which he or she operates. A leader's knowledge, abilities, and behavioral style are important in this interaction, as is the extent to which the leader is able to influence selection. The necessary KSAs for leadership are learned, and training can be devised to develop these. The findings also find out a positive significant relationship between leadership style and selection. This implies that for acquire good leaders who will intern bring good leadership in the organization, then through selection process should be carried out.

The study also concluded that when recruiting and selecting new employees it was the leader's responsibility to closely manage tasks such as job descriptions, interviews and the final selection of candidates. Taking the time to personally select new employees had two major benefits: firstly, it had given you control over the type of person you want in the organization only by personally interviewing candidates and reviewing their documents you got a true understanding of their abilities and experience. Also, putting aside a considerable amount of time to finding and interviewing new recruits the most important strategic assets in the organization.

Finally, the study concluded leadership style was an important aspect in selection because a team leader was an individual who offered instruction and guidance to a line-up, for the purpose of reaching a specific target. A front-runner had to know the strengths and weaknesses of his team members so that he can take the necessary measures to keep his team members motivated. A pathfinder serves various roles in an organization. He not only communicated the instruction to the team member, but also listen to their feedback. Nobody was to replace his role, when it comes to executing the selection process. An organization needed a competent leader to manage its day to day operation effectively. Improving in leadership style for the state corporations also increased efficiency in selection process.

5.3.3 Legal Framework and Selection

The study concluded that legal framework positively and significantly influenced selection of employees in Service State Corporation in Kenya. An employment by a company that offered equal opportunities and fair treatment in the employment process to all people regardless of race, sex, religion, nationality, disability or political affiliation that was stated in the final part of the advertisements for new jobs as well as in the job description. It was a stipulation that all people should be treated similarly, unhampered by artificial barriers or prejudices or preferences, except when particular 'distinctions' can be explicitly justified. In addition, it was clear that legislation regarding equal employment opportunities exists, but the question was whether it was regularly practiced in the everyday life.

The study also concluded that the laws governing discrimination play an important role at every stage of the selection process therefore employers should judge job applicants against a range of objective criteria, e.g. skills, knowledge and experience and not on personal factors. Employers also needed to be aware of other legal requirements, such as legislation on criminal records, the need to check that the selected candidate had the right to work in the organization, and case law on references for those selected for appointment.

5.3.4 Organizational Culture and Selection

The study concluded that organizational culture positively and significantly influenced selection of employees in Service State Corporation in Kenya. Organizational culture was a vital factor in selection processes, influencing goals, promotes, set themselves and the strategies they choose to adopt. Proactivity and or reactivity were also strong influence in the selection process. Highly proactive individuals saw selection success as something to be pursued in its own right, and thus experience a proactive selection system; while reactive individuals perceive promotion in terms of narrow task achievement and thus experience a reactive selection system. Motivation, appreciation, trust, rules and policies established and

perpetuated by the dominant group reflect its values and cultural biases, which might be in conflict with the management.

The study finally concluded that selection process should be followed thoroughly because Organizational norms a component of organization culture also affect decisions about selection techniques. Employees perceptions of what was just in a testing process and concomitant positive or negative judgments of that process reach top managers, concerned about the attitude of applicants towards the exams they took which should confirm with the culture. The culture within the organizations also shapes the selection process. These organizations were also found to be mostly affected by politics of the government in power and the after affecting the selection process.

5.3.5 Moderating Effect of Political Influence

Based on the findings, the study concluded that political influence partially moderates the relationship between the antecedents and selection of employees in service oriented State Corporation in Kenya.

5.4 Implication for Theory and Practice

The study made a significant theoretical contribution by integrating multiple frameworks Human Capital Theory, Situational Leadership Theory, Equity Approach Theory, and the Resource-Based View to explain how various antecedents influence employee selection in service-oriented state corporations. By empirically validating the combined influence of human resource qualifications, leadership styles, legal frameworks, organizational culture, and political influence, the study extended the boundaries of traditional selection models, which often analyze these variables in isolation. It reinforced the notion that selection was not merely a procedural function but a strategically driven, multi-theoretical construct shaped by institutional, behavioral, and contextual dynamics. This multidimensionality contributed to the development of a hybrid model for public sector HRM, especially in developing countries where political and structural realities deeply affect HR outcomes.

From a practical perspective, the findings of the study provided information for HR practitioners operating within Kenya's state corporations. The positive influence of HR qualifications, legal frameworks, and leadership styles suggests that state agencies needed to adopt competency-based recruitment approaches that were consistent with qualifications with actual job requirements. This also meant institutionalizing clear job analysis, skill-based advertisements, and structured interviews. Moreover, the study highlighted the importance of leadership training to help top executives adopt adaptive leadership styles that enhance transparency and objectivity in hiring. HR departments should be empowered to function independently of political interference, allowing them to enforce meritocratic principles and reduce cases of favoritism and patronage.

The results had far-reaching implications for policy-makers in Kenya's public administration. The documented moderating role of political influence, particularly its negative distortion of legal and cultural factors in selection, called for stricter policy enforcement and governance reforms. Legislative and regulatory agencies must enhance oversight mechanisms to ensure fairness, transparency, and consistency in public sector recruitment. Developing uniform recruitment codes, mandating audits of selection outcomes, and establishing whistleblower channels were essential policy actions. Additionally, recruitment panels should be professionalized and depoliticized to safeguard organizational integrity and boost citizen trust in public institutions.

This study paved the way for further scholarly inquiry into the interconnectedness of organizational antecedents. Future researchers were encouraged to replicate the study in other state corporation categories such as manufacturing and regulatory institutions to test generalizability. Additionally, longitudinal studies was employed to assess how selection practices evolve in response to changing political climates and HR policy reforms. For institutional development, these insights underscore the need for continuous capacity building in HR departments, including training on ethical recruitment practices, use of digital tools in selection, and alignment of selection strategies with organizational vision and performance goals.

5.5 Recommendations of the Study

Any employer's foremost responsibility was retention of the best employees with good leadership and this was only be achieved by managing skills well and recruiting the best out of the market. On the basis of the findings and conclusions of this study, a number of recommendations had been made as presented below.

5.5.1 Recommendation for Management

The study also recommended that state corporations in Kenya should embrace knowledge management as a selection strategy. The organizations should have in house career development programs to develop their employees, encourage personal growth and development and engage their employees. State corporations wished to benefit in terms of building a positive organization and consequently retain skills in the organizations was taken into account selection as it contributed to the enhancement of work-life and the wellbeing of employees of the government. The study further recommended to the management of state corporations in Kenya that they should review their previous and current selection sources, to see what had been the most effective. This was to make sure they were employing individuals with the right knowledge, skills and abilities in order to work towards the organizations objectives.

5.5.2 Recommendation for Policy Makers

The study recommended that the Kenyan government should enact policies that promote selection which was in turn promote employee retention. The policy makers should enact polices that promote knowledge management aspects in state corporations in Kenya in order to ensure sustainable employee retention a good leadership, and competitive advantage. From the literature reviewed, the consensus was that there was a shortage of the workforce and organizations had to actively carryout proper selection to get right skills in the state corporation through looking at academic qualification, following proper procedures as stated in some legal publications. There was also a concern on some of the employees not knowing the

influence of legal framework and organization culture on selection and thus recommended proper training of these employees on this issues.

5.5.3 Academic Recommendations

From the study it was recommended that scholars and practitioners should actively engage in joint research that was used to assist the national government and other players in determining more effective ways to identify and improve the antecedents of selection in service oriented State Corporation in Kenya. The study was also recommended to other researchers in developing a more practical methodology. The study recommended there was marked improvement on selection thus improving the general productivity leading to economic growth of this country.

5.6 Suggestions for Further Research

This study contributed to human capital theory which states an employee's education increases his or her skills which in turn enhances future job performance. The findings of this study were in conformity of the assertions of the theory that the opportunity to develop knowledge or abilities specific to the workplace was taken into account in the initial formulations of human capital theory and subsequently studied and documented for blue-collar workers. The findings of this study contributed to human capital theory by agreeing that filling the vacancy with someone who already works in the organizations realizes savings in the training costs associated with company specific functions. Consequents in those Service State Corporation where specific human capital was important for carrying out tasks, greater use of selection of blue-collar workers, relative to external hiring, is to be expected to consider qualifications as a key variable to selections. This theory supported qualifications variable by assuming that was a mechanism for taking advantage of specific investment already made in these models.

The study also contributed to equity approach theory which believed that equal opportunity had a low priority or profile focus on informality as the method to management; complaint organizations took a more conscious and professional

approach to EOP and fulfills legal obligations; comprehensive organizations have a dynamic approach to EOP but was more of the features of the complaint organizations. However, the expectation was that, this equity approach should be implemented in a way to promote the Service State Corporations by making it a desirable workplace for all future employees. This implied an appropriate application of the diversity policies.

In terms of further research, this study suggested that it was beneficial for future research to consider the following suggestions: this study was concerned with the state corporations in Kenya; a similar study should be carried out in the private sector so as to confirm the applicability of the results in the private firms. The current study was hinged on the moderating effect of political influence as the subjective and hence should also consider influence of human resource qualification as a moderating effect. There were different levels of state corporations future studies should compare the different state sectors such as County and Central government.

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APPENDICES

Appendix I: List of Service State Corporations

1. Agriculture Development
2. Central Water Services Board
3. Coast Water Service Board
4. Corporation Bomas of Kenya
5. Higher Education Board
6. Kenya Accountants and Secretaries National Examination Board
7. Kenya Ferry Services
8. Kenya National Examination Council
9. Kenya National Library
10. Kenyatta National Hospital
11. Kenya Tourism Board
12. Kenya Wildlife Services
13. Lake Victoria North Water Services Board
14. Lake Victoria South Water Services Board
15. Local Authorities Provident Fund
16. Moi Teaching and Referral Hospital
17. Nairobi Water Services Board

18. National Aids Control Council
19. National Council for Law Reporting
20. National Sports Stadia Management Board
21. Northern Water Services Board
22. Rift Valley Water Services Board
23. Teacher Service Commission
24. Water Resource Management Authority
25. Water Services Trust Fund

Appendix II: Questionnaire

The questionnaire was used to collect data for purely academic purposes. All information will be treated with utmost confidentiality. No answer is wrong or right that the researcher is looking for.

Where options are given, indicate your selection by marking with tick in the space provided.

Part A: Preliminary Information

1. Age Bracket

Under 40 years 41- 50 years 51 – 60 years

2. Gender

Male Female

3. Years of service in the Corporations

Below 5 years 6 – 10 years 11 – 15 years

16 – 20 years 21 – 25 years above 30 years

4. Level of Education

K.C.S.E

Certificate/Diploma

Degree

Others

(Please specify).....

Part B: Corporation's Background

1. Name of the state corporation.....

2. Year of establishment.....

3. What is the total number of employees in this corporation?
4. Give your job details.....

Part C: Study Variables of Selection

Tick in the boxes provided by scoring the 5 – 1 point scale, the extent to which you agree with each of the following statements with respect to the antecedents of Selection in Service State Corporations.

Use the following keys:

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

1. Human Resource Qualifications

1.1. Tick all appropriate options to support your argument.

No.	Statement	5 Strongly Agree	4 Agree	3 Neutra	2 Disagree	1 Strongly Disagree
1.	Academic qualification is a requirement in selection in service state corporations.					
2.	Selection is basically on professional qualification of the candidate.					

3.	Work related experience is an added advantage in selection in service state corporations.					
4.	Applicants with higher academic qualifications stand a better chance of acquiring a job in service state corporations.					
5	The service state corporations select only highly qualified employees.					
6.	The service state corporations take measure to attract highly skilled and knowledgeable employees					
7.	Service state corporations will select employees by professional qualification than work experience.					

1.2 Are you aware that employees are recruited by qualifications they possess?

Yes [] No []

Support your answer.....

2. Leadership Style

2.1. (Tick where appropriate to support your opinion)

No.	Statement	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
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1.	Situational leaders depend on the environment to utilize their style of leadership					
2.	Transformational leaders have integrity to motivate people with a shared vision of the future, and they communicate well					
3.	Transactional leaders accept the structure and make decision on when, how and who to recruit in service state corporations.					
4.	All leaderships are involved in the exercise of selection process in service state corporations.					
5.	In service state corporations all leaders participate in selection process.					
6.	Tribalism and nepotism play a major role on selection in service state corporations					
7.	Leaders are final determinant of candidates to be recruited in the service state corporations.					

2.2. As a leader have you ever participated in any selection process in this corporate?

Yes [] No []

3. Legal framework

3.1. (Tick where appropriate)

No.	Statement	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
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1.	Government policies and practices are measures used in selection process in service state corporations.					
2.	Acts of parliament influence selection process in service state corporations					
3.	Government rules and regulations affect selection process in service state corporations					
4.	Standardized tests are used during selection process.					
5.	Human resource policies and practices are followed in selection process.					
6.	Service state corporations follow selection systems keenly.					
7.	There is no laid down policy on selection in service state corporations.					

3.2 Does act of parliament influence selection in the organization?

Yes []

No []

4. Organizational Culture

4.1 (Please tick where appropriate)

N0.	Statement	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
1.	Service state corporations motivate employees with highly skills and attitudes.					
2.	There are core values in every service state corporations to be followed during selections.					
3.	Employees are appreciated in service state corporations whenever they surpass targets.					
4.	There is trust in service state corporations during selection.					
5.	There is rewards of employees in service state corporations.					
6.	Organizational motivation and trust influence selection.					
7.	Organizational norms influence selection in service state corporations.					

4.2 Do the organization norms influence selection in the organizations?

Yes ()

No ()

5. Political Influence

5.1 (Tick where appropriate)

N0.	Statement	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	5 Strongly Disagree
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1.	Service state corporations select employees with highly networking in service state corporations.					
2.	Connections and word of mouth is used by service state corporations during selection process.					
3.	There are perceptions by employees that for one to be recruited in State Corporations must be politically influenced.					
4.	Networking can guarantee employees to fill a vacancy in service state corporation					
5.	You must give bribe to be recruited in service state corporations.					
6.	You must have to be related to somebody by family or tribe to be employed in service state corporations.					
7.	Legislative power influence selection in service state corporations.					

6. Selection

6.1 (Tick where appropriate)

N0.	Statement	5	4	3	2	1
		Strongly	Agree	Neutral	Disagree	Strongly

		Agree				Disagree
1.	Comprehensive job analysis is the first stage in selection process in service state corporation.					
2.	Service State Corporations find it necessary to analysis the job before filling an existing vacancy.					
3.	Job analysis includes the job description and job specification that fit the overall organizational structure.					
4.	Service State Corporations advertise for job vacancies through newspapers and agencies to attract many applicants					
5.	Sometimes applicants are selection by word mouth through existing employees in Service State Corporations.					
6.	Service State Corporations conduct interviews to pick the best candidates for the job.					
7.	Interviews test applicants competence and personalities					