

**ASSESSMENT OF THE RELATIONSHIP BETWEEN EMPLOYEE
RESOURCING STRATEGIES AND JOB SATISFACTION; LAKE REGION
ECONOMIC BLOC COUNTY GOVERNMENTS, KENYA**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree
of Doctor of Philosophy in Human Resource Management of Murang'a
University of Technology**

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DECLARATION

Student's Declaration

I hereby declare that this thesis is my original work and to the best of my knowledge has not been presented for a degree award in this or any other University. I understand what plagiarism is and I am aware of the University policy in that regard. I understand that any false statement in respect of this work shall result in disciplinary action in accordance with University Anti-Plagiarism Policy.

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Supervisors' Approval

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DEDICATION

In a special way I dedicate this thesis to my family for their encouragement and support while writing the thesis.

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I am indebted to the Almighty God because He is the foundation of all knowledge and wisdom. Moreover, He gives us good health and strength to undertake earthly endeavours. Thanks to my family, and I laud them for their understanding, patience, and support. May God bless them abundantly. To my supervisors, Dr. Grace Mwangi, Dr. Caroline Igoki, and Dr. Ruth Muriithi thank you for being available to coach and mentor me while I worked on this thesis. Due recognition to the management and staff of the three counties in the Lake Region Economic Bloc, Kisumu, Kakamega and Bomet, for making it easy for me to collect data. Finally, I thank the Murang'a University of Technology staff in the School of Business, the university library staff, the Board of Postgraduate Studies for their facilitation, and the University Ethics Committee for its approval, which has made it possible for me to reach this far.

ABSTRACT

The globalized and technologically turbulent world witnesses increased competition for suitably qualified employees as organizations try to achieve higher productivity and meet the ever-changing customer demands. Public and private sector organizations are formulating and deploying several employee resourcing strategies to enhance employee job satisfaction. Examination of the available literature indicated a limited focus on the relationship between employee resourcing strategies and job satisfaction in the County Governments of Kenya. The study focused on assessing the relationship between employee resourcing strategies and the satisfaction of workers in their respective work environment within the Lake Region Economic Bloc County Governments in Kenya. The specific objectives of the study were to determine the relationship between human resource planning, recruitment, selection and talent management strategies on the job satisfaction of workers engaged by the Lake Region Economic Bloc County governments. Also, it sought to find out whether public service culture moderated the relationship between employee resourcing strategies and their job satisfaction. The study anchored on the equity theory supported by the two-factor theory and affective event theory. The study was underpinned by the positivist research philosophy, focusing on descriptive and correlational research designs. The researcher targeted all employees working in the counties in the Lake Region Economic Bloc Counties. It adopted a positivism philosophy and was underpinned on descriptive and correlational research designs. Three counties- Kisumu, Bomet, and Kakamega, were selected using purposive sampling to form the unit to conduct an analysis. The three counties had employed 14,361 staff who made up the target population. Morgan and Krejcie's formula (1970) was used to get 374 participants for the study. The researcher administered structured questionnaires for data collection. Statistical Package for the Social Sciences (SPSS) was used in data analysis for both descriptive and inferential statistics which were presented using tables and figures. From the study findings, employee resourcing strategies had a positive and significant relationship with job satisfaction, and public service culture positively and significantly moderated the relationship. Thus, the study recommends that counties should improve their employee resourcing strategies by embracing proactive strategies for planning in human resource, innovative recruitment approaches, reliable selection approaches, and robust talent management strategies to enhance the job satisfaction of employees. Besides, a comparative study could offer in-depth information on how employee resourcing strategies associate with job satisfaction under other moderating variables apart from public service culture. Also, future studies should focus on altering the conceptual model and using a large sample size for the generalization to bigger populations.

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ACRONYMS AND ABBREVIATIONS

AET	:	Affective Event Theory
BLUE	:	Best Linear Unbiased Estimator
CPSB	:	County Public Service Board
CSR	:	Corporate Social Responsibility
CUE	:	Commission for University Education
ER	:	Employee Resourcing
FCDC	:	Frontier Counties Development Council
HR	:	Human Resource
HRM	:	Human Resource Management
HRP	:	Human Resource Planning
HRPS	:	Human Resource Planning Strategies
LREB	:	Lake Region Economic Bloc
NOREB	:	North Rift Economic Bloc
OLS	:	Ordinally Least Squares
SEKEB	:	South Eastern Economic Bloc
SPSS	:	Statistical Package for the Social Sciences
UK	:	United Kingdom

OPERATIONAL DEFINITION OF TERMS

Affective Satisfaction:	The feelings and emotions that people develop towards employee resourcing strategies.
Career Development:	Continuous improvement of the knowledge, skills and ability of staff in organization to improve performance in the position they hold.
Cognitive Satisfaction:	Thoughts and statements employees develop after rational thinking on prevailing employee resourcing strategies compared to a particular known stand or expectation.
Employee Resourcing Strategies:	Proactive measures employed by organizations to acquire, utilize and retain human capital.
Forecasting strategy:	Approximation of the number and category of manpower needed at all levels within an organization.
External Recruitment:	Drawing the interest of people outside the organization to apply for job vacancies within an organization.
Human Resource Planning Strategies:	Involves forecasting demand and supply for human resources based on business needs.
Internal Recruitment:	Sourcing employees from within an organization to fill available vacancies.
Job Satisfaction:	Feelings of contentment with job related factors.
Public service culture:	Comprises of norms and values that govern the operations of the government institutions.
Realistic Job Preview:	Giving potential employees an actual picture of what they expect once they are offered the job in organizations.

Recruitment Strategies:	A well-structured plan to induce suitable candidates to show interest in the available job vacancies within an organization.
Restructuring Strategy:	Planned change in organizational structure to improve efficiency that affect the way people are deployed in organizations.
Selection Strategies:	The use of particular measures to choose the best candidate from a collection of prospective employees generated during recruitment.
Succession planning:	Getting suitable individuals within an organization and preparing them to fill higher or critical positions in an organization.
Talent Management Strategies:	Techniques for ensuring that the best suited workforce is available for specific tasks within an organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The 21st century has revolutionized human resource management because of technological advancements and globalization have changed employee resourcing strategies (Amadi, 2023). Companies are looking for ways to optimize the use of available human resources in light of the new developments. Procurement, utilization, and retention of human resources have become daunting tasks because work is unpredictable (Gardner, 2002). Companies consider investment in human resources a worthwhile venture as it helps attain short-term and long-term organizational goals (Mudor & Tooksoon, 2011). In the short term, organizations bank on a workforce committed to ensuring that such entities realize their goals, enhance productivity, and innovate new products. It is only achievable if the employees have high motivation in a conducive work context that promotes their satisfaction. Similarly, enterprises achieve their long-term objectives if they have enough workforce with the required job skills and work in an environment where they freely collaborate, remain motivated, and are committed to achieving a common goal. An organization only achieves short and long term objectives if it follows the best resourcing strategies.

Human resources are an essential asset in every organization; nevertheless, few organizations can fully exploit them and maximize their potential (Allen, Warren & Attner, 2013). Optimum engagement of human resources can be possible through suitable employee resourcing approaches. In the context of the 21st century that is, coupled with technological advancements and globalization, there is a need to formulate flexible employee resourcing strategies that fit the complex system (Petružis & Tamošiūnas, 2021). In this regard, business leaders are keen on formulating new employee resourcing strategies and reviewing existing ones to ensure that employees are satisfied and give their best. Efficient employee resourcing strategies are essential in bringing about unique attributes of human resources that give an organization a competitive advantage (Amadi, 2023).

The present study embraced employee resourcing strategy as an independent variable and sought to ascertain its relationship with the dependent variable (job satisfaction of

workers). Accordingly, employee resourcing strategies are proactive measures taken by organizations to have the right workers and ensure that they are correctly posted within the establishment (Chebet, 2015; Griffin, 2020; Rukumba, 2021). These strategies encompass all functional activities and processes linked to planning, attracting, selecting, engaging, developing, rewarding, and retaining human resources (Kemboi & Onyango, 2015). Therefore, the focus of strategies for sourcing workers is on human resource planning strategies, recruitment approaches, selection procedures, talent management strategies, and employee exit strategies. Sabuharia, Sudirob, Irawantob and Rahayub (2020) assert that most organizations' main employee resourcing concerns are accurate human resource planning (HRP), reliable recruitment, proper selection methods, and versatile training and development programs. Therefore, organizations must put more effort into addressing the concerns to attain their goals.

Human resource planning strategies involve predicting the quantity, quality, and category of human resources required to ensure that an organization operates optimally (Pamela, Umoh & Worhu, 2017). Further, it encompasses measures to meet the identified human resource needs after prediction. Human resource planning strategies assess the current organizational human capital capabilities and create a well-structured road map to fill the anticipated vacancies (Weiss, 2015). Accurate predictions aid the proactive search for suitable candidates either from within the existing staff or from outside the organization (Mboya, 2018).

According to Omoankhanlen (2013), formulating and implementing human resource planning strategies continuously involves regular and structured planning. Planning for human resources is vital in coping with the uncertainties in staff requirements in the dynamic operating environment. It comprises the following key components- estimation of staff requirements, workload and workforce analysis, and measures used to meet the new staff requirements (Weiss, 2015). In estimating the staff requirements, human resource planning experts assess the current staff capabilities, their numbers, their composition, and the nature of work they do or any changes in work. As a result of the assessment, they can detect overload, underutilization of available staff, requirement for replacement, or need for enhancement of skills.

Further, in human resource planning (HRP) a cost-benefit analysis is conducted to come up with a plan that will ensure smooth implementation of the plan (Weiss, 2015). Kemboi and Onyango (2015) assert that in workload or workforce analysis, organizations conduct surveys internally and evaluate the work done by staff and their current skills, knowledge, and capabilities. After estimating the labour requirements, workload and workforce analysis is done. The findings help in making decisions on how the noted shortfalls in staffing are filled, that can be either internally or externally (Pam, 2014). In that regard, the HRP strategy sets the ground for applying recruitment strategies.

Recruitment strategies in organizations intend to create awareness of available vacancies (Slavkovic, Pavlovic & Simic 2018). The primary purpose of recruitment strategies is to notify potential candidates of the availability of vacancies and induce them to show interest in the positions. Formulating recruitment strategies commences with a clear statement of organizational objectives based on the knowledge, skills, and abilities required to do the job effectively (Barratt, 2019). The clear statement of organizational objectives outlines the irreducible minimums regarding knowledge, skills, and personal specifications for a particular position. Recruitment strategies in organizations employ two main approaches: internal recruitment and external recruitment (Sutanto & Kurniawan, 2016). Internal recruitment entails getting staff from within to occupy available vacancies, whereas external recruitment involves the acquisition of talents from outside the organization. Recruitment seeks to get suitably qualified people to express interest in filling the vacancies (Azmi, 2019). The efficiency of recruitment is assessed based on its ability to enable an organization to attract qualified candidates efficiently and effectively (Bhoganadam & Rao, 2014). The recruitment outcome is establishing a team of interested workers and ushering selection strategies.

Selection strategies are assessment methods companies use to obtain qualified workers (Adewale, 2019). The selection strategies are objective measures to get a suitable candidate for the job from the pool of prospective candidates generated during recruitment. Ramki (2015) opines that selection is a decision-making process with a trial to get the best person to fill a vacant position. In this case, the candidates are evaluated on a set criterion to ascertain their fitness for the job. Selection begins

immediately after recruitment, that is, shortlisting, then suitability tests and ends at placement (Slavkovic et al., 2018). Selection is a negative process whereby the number of candidates declines. The criterion for getting the best candidate is based on the irreducible minimums articulated in recruitment: the person specification and competence requirements (Barratt, 2019). Adewale (2019) asserts that selection climaxes at placement and ushers a new phase of integrating employees into the new responsibilities. Employee integration involves familiarizing the new employees with the new job. The rationale is enabling employees to understand the new responsibilities and start undertaking the assigned duties productively (Adewale, 2019).

Talent management strategies are techniques for ensuring that the best suited workforce is available for specific tasks in organizations (Greene, 2020). This strategy enables companies to possess the required talents that help minimize mismatch in skills for a particular job. Accordingly, talent management entails systematic approaches companies use to develop and retain talent (Huang, 2020). Talent management is vital because of the high rate of skill obsolescence and measures to cut costs involved in sourcing talents externally (Awino & Kipsang, 2020). Strategies deployed to manage talents within organizations affect the professional growth of employees (Cappeli, 2008). Some employees can rise in the organizational hierarchy, others will shift professions, and some can suffer from stagnation. Talent Management strategies employed in organizations include training, development, and succession planning (Greene, 2020). The strategies employ a multifaceted approach that links employee satisfaction, translating to their engagement and career growth with organizational goals and objectives (Cappeli, 2008).

The present study also explored job satisfaction as a dependent variable for employee resourcing strategies. Mudor and Tooksoon (2011) define job satisfaction as how employees become contented by interacting with various aspects of the organizational context. It combines affective elements, behavioural aspects, and cognitive responses to varied perceptions of what employees expect and what they get. Satisfaction is exhibited by employees' positive attitudes towards their jobs and their organizations (Griffin, 2021). Satisfaction occurs when there is a balance between what employees expect and what the job offers (Irabor & Okolie, 2019). Therefore, job satisfaction is

the harmonious interaction between employee desires and organizational processes. In cases where the interaction does not go as desired, it causes job dissatisfaction.

Job dissatisfaction is unhappiness, disappointment, and lack of enthusiasm for the job by employees (Mudor & Tooksoon, 2011). Job dissatisfaction is counterproductive to organizations; it is exhibited by employee alienation, decreasing sense of attachment, constant complaints, decreasing productivity, absenteeism, and quitting the job (Ghebregiorgis, 2018). Some researchers have reported that dissatisfaction at the workplace can take a toll on the employees' mental wellness (Irabor & Okolie, 2019). Therefore, companies must establish a calm, fair, and satisfying work environment for employees to expend more effort to attain organizational goals.

Gray and Sarros (2016) posit that strong cultural values guide strategy formulation and implementation in organizations. The public service culture acts as a guide in the public sector context. The public service culture entails strong social values and norms shared across the public service (Akech & Kirya, 2020). An efficient public service culture is founded on positive values, founded on the tenets of fairness, accountability, responsibility, and transparency (O'Riordan, 2015). In formulating employee resourcing strategies, organizations must ensure adherence to the four tenets. Mudor and Tooksoon (2011) emphasize that a favourable culture is the top indicator of job satisfaction because it influences organizational loyalty and citizenship behaviours.

1.1.1 Global Perspective of Employee Resourcing Strategies

Gopinath and NS (2014) opines that knowledge is important for companies, particularly the indicators of the output of a good job, the kind of knowledge, abilities, and skills that they need, and the measures that are effective in the assessment to ensure the satisfaction of workers. In such cases, companies focus on the selection and recruitment processes to find the best ways of matching the capacities of potential employees with the demands and rewards for a specific job. Enterprises that perform well in various sectors globally are exemplified by their high investments and time in selecting the recommended workers with the required skills. Therefore, recruitment and selection are significant to the satisfaction of workers.

Jones, Willness and Heller (2016) reveals that companies that engage in employee resourcing value their reputation and how their Corporate Social Responsibility (CSR)

initiatives become part of elements they use to attract talent. In such cases, enterprises with positive reputations use such strategies to attract more talent because potential workers value organizations that embrace practices aligning with their preferences, feelings, pride, and what they anticipate experiencing while at work. Embracing a positive brand image based on CSR initiatives is a strategy to attract potential talents as job seekers explore companies that conform to their preferences, feelings, and what they anticipate to underpin their satisfaction while at work.

Almarashdi (2022) opines that companies record high usage of human resource management practices that entail dimensions that impact satisfaction. The study reveals a statistically significant association between employment practices such as recruitment and worker satisfaction. Aggarwal, Sadhna, Gupta, Mittal and Rastogi (2022) indicated that human resource policies in different organizations globally outline elements of resourcing or recruiting workers that foster their satisfaction, such as the rules on benefits and payments. The study noted what workers are eligible for payments in the form of benefits and compensations through the administration of salaries. Besides, companies employ policies that embrace wage scale and the rationale of such to ensure equality, translating to workers' satisfaction.

Similarly, Saks (2022) affirmed that employee resourcing surpasses the recruitment process regarding compensation on medical grounds, insurance, benefits associated with deaths, pensions, and termination payments. Such aspects contribute to enhanced job satisfaction among workers. Likewise, a report by the American Humans for Training and Development (2016) indicated that enterprises in the USA spend over \$109.25 billion to source workers and improve their skills yearly, with 75 per cent of the amount incurred on their training.

Weiss (2015) gives insights on how organizations in Canada perceive employee resourcing strategies as a sequence of separate functional activities: recruitment, selection, deployment, training, and retention. It covers the inflow, internal flow, and outflow of employees in Canadian organizations. Inflow activities include attracting and selecting the right candidates; internal flow manages the capabilities of selected employees by developing them, and outflow involves ending employee engagement. It is acknowledged that proper human resource management in Canadian companies improves their satisfaction as they become motivated by the development and training,

they obtain from such enterprises (Way & Thacker, 2018). Consequently, all Provinces in Canada have enacted Equity Legislation to uphold employment equity practices in all organizations.

Elrehail, Harazneh, Abuhjeeleh, Alzghoul, Alnajdawi and Ibrahim (2019) explored the impacts of human resource policies on the satisfaction of workers. The researcher examined six elements in the HR policy: career development or growth, training and development, staffing, rewards, performance appraisal, and interactions among employees being assessed against the satisfaction of workers. This study used 150 respondents to explain the correlations and regression. The results indicated that six elements were linked to job satisfaction, where development and training had the highest impact.

Meyer and Hamilton (2014) assert that in the United Kingdom (UK), some organizations have found attracting and retaining talent daunting. The situation is exacerbated by competition for the available few skilled resources and inadequate branding to attract talent. In the future, organizations must invest in branding to create awareness and attract suitable talent. Barratt (2019) assessed the effectiveness of recruitment and selection within the healthcare sector in the UK. The common approaches of recruitment used are online recruitment, where prospective candidates are sourced and interviewed without being physically at the companies' premises. It is notable that parttime working and shift working have been fully embraced to cater for unique need of the employees. The results revealed that the health care workers satisfaction is increased by flexible working systems. Besides, open lines of communication increased employee satisfaction through involvement in decisions on matters that directly affect them.

Taşlı (2019) undertook a study on employee resourcing in the Asian region, especially in Korean companies. The researcher found that employee resourcing in those regions follows performance-based HRM initiatives termed as the best practices. Notably, UK companies domiciled in Korea underpin this ideology. The Korean HRM are Americanized to assist them in passing the Asian financial challenges, leading to efficiency in the short-term and flexibility. Companies embrace aspects that promote an environment where workers can pursue individualistic goals that positively impact their satisfaction. Moreover, most companies in Korea follow the traditional concepts

in employee sourcing and other HRM practices underpinned by the advantages of Confucian culture combined with the Western style of management and resourcing practices. Aspects such as reduced lifetime employment and high layoffs to cope with the impacts of crises dissatisfy workers. Companies in Korea focus on the lifelong development of workers through overseas training based on Confucianism, which enables workers to remain committed to their respective entities due to improved satisfaction.

Jawaad, Amir, Bashir and Hasan (2019) determined the impacts of policies on human resources on the job satisfaction of workers in processing companies. The goal was to explain the relationship between HR policy and the satisfaction of workers in Pakistani companies. The authors noted that training, policies on promotion, safety policies, and development policies positively impacted job satisfaction. The researcher embraced a descriptive design to gather data from respondents because it ensures a condition of description to ensure reduced bias. The results of the study revealed that the experts identify employees' satisfaction through their dedication to the organization's goals, absenteeism, performance, and turnover. Accordingly, the study showed that managers create an attractive incentive procedure as an employee resourcing strategy. In such cases, companies focus on fairness in opportunities for promotion of workers to enhance their satisfaction at work.

Garmendia, Elorza, Aritzeta, and Madinabeitia-Olabarria (2021) conducted a study in China at Ningbo Port focusing on human resource policies such as development and training, job evaluation, incentives, social support, selection and recruitment, empowerment and worker relations, and worker contentment. The study noted the insignificant relationship between HRM policies and worker happiness. The findings imply that change in policies in organizations do not necessarily affect the levels of employee satisfaction.

Global perspective summary on employee resourcing strategies and job satisfaction shows that there was success dealing in matching capacities of employees with specific jobs as a practice. In addition, talent is attracted when CSR initiatives are used together with various forms of reward and training and development. Whereas in Canada, there is the enactment of employee equity practices there is emphasis on open

lines of communication and involvement that improves on employee satisfaction. The Asian region focuses on performance based HRM initiatives.

1.1.2 Regional Perspective of Employee Resourcing Strategies

Hinks (2010) assessed job satisfaction and equity in employment in South Africa. In the study, 10,000 households were interviewed. The study focused on explaining the significance of the South African black labour market after the suppression of 1994 before the labour legislation that focused on highlighting the challenges of the past by ensuring equity in the employment of people of colour, females, and people with disabilities in South Africa. The study asked workers questions about job satisfaction based on their earnings, the type of work, job security, opportunities to embrace education, conditions at work, working time, and distances from work. The study indicated that relative earnings contribute to higher job satisfaction.

Razafindrakoto and Roubaud (2013) revealed valuable insights into the factors that can enhance job satisfaction in eight African Cities, which are crucial for managers to consider in their employee resourcing strategies. The study identified a range of external factors, including work-life balance, educational opportunities, remuneration, job status, non-remuneration benefits, skill development, autonomy, job security, and positive work relationships, all of which significantly influence job satisfaction among employees.

Falco, Maloney, Rijkers and Sarrias (2015) embraced a stratified random sampling approach for households in Ghana. The results showed that employee resourcing strategies such as the provision of salaries, especially differences in earnings, promote job satisfaction. Besides, non-monetary compensations and wage setting also lead to improved job satisfaction alongside the perception that public jobs are more desirable, perhaps due to job security. Similarly, Abugre (2014) noted that weaknesses in human resource management and practices in Sub-Saharan Africa are responsible for job dissatisfaction. In such cases, low pay, too much work, and poor employee resourcing, such as lack of training and education of workers, lead to dissatisfaction at work.

Carbonell, Nasse, Briceno and Ouedraogo (2020) asserts that in Burkina Faso, traditional recruitment methods dominate all sectors, limiting access to a competitive workforce. The methods employed in acquiring staff include employee referrals,

family ties, and employment after internship. The methods employed in Burkina Faso are focused on rewarding loyalty and not merit and efficiency, which are core in modern recruitment approaches. Other challenges facing employee recruitment in developing countries in Africa are nepotism, political influence in creating and filling positions, inappropriate advertisement media that fails to reach the target audience, and misrepresentation of qualifications because of rampant joblessness to secure a job but leave when they get another job that suits them (Koren & Anderson, 2021). Therefore, recruitment and selection in the African context must meet its target of attracting and retaining suitable talents for the organization's prosperity.

Hicks (2010) studied the significance job earnings in enhancing satisfaction. The study revealed that earnings relatively increased job satisfaction. Razafindrakoto and Roubaud (2013) alluded that a range of external factors, including work-life balance, educational opportunities, remuneration, job status, non-remuneration benefits, skill development, autonomy, job security, and positive work relationships. Carbonell, et al., (2020) highlights the challenges in recruitment in Bukina Faso faces formidable challenges such nepotism and political influences that are likely to affect resourcing strategies and hence impacting levels of job satisfaction.

1.1.3 Local Perspective of Employee Resourcing Strategies

In the Kenyan context, research indicates that success in attracting and engaging capable individuals in devolved units results in better service delivery to the residents (Wesonga, 2021). In this circumstance, the needs and desires of workers are integrated with those of organizations; hence, they exhibit high levels of motivation. According to Mboya (2018), human resourcing strategies influenced retention in Universities in Kenya. Koech, Chepkilot, and Waiganjo (2020) noted the effects of HR practices on how workers perceive their satisfaction at work, especially the security workers in schools within Baringo County. The findings showed that recruitment and selection practices determined the job satisfaction of the security personnel in the public secondary schools in Baringo County. Miheso, Manyasi, and Wanjere (2019) studied the effects of selection and recruitment practices on employee retention in Saccos in Kakamega County. The findings from this study, emphasized the importance of merit-based recruitment practices and their significance in influencing employees' attitudes towards the organizations.

Obonyo (2021) studied how human resource practices influenced employee job satisfaction at Kenya Airways. The results showed that human resources planning practices positively and significantly influenced the job satisfaction of staff at Kenya Airways. The study emphasized that training was critical in ensuring that employees executed their duties as required. Besides, training went hand in hand with recruitment as an organization had to strive to get competent people who were trainable. Further, it noted that better remuneration led to fulfilment on the job, which could influence commitment and retention. Agoi, Namusonge and Iravo (2018) examined whether human resource management practices influenced job satisfaction in Sugar companies in Western Kenya. The study indicated that performance appraisal, training, recruitment, and talent management practices positively and significantly influenced job satisfaction. It concluded that the practices had to be objective to enhance satisfaction.

Mbugua, Waiganjo and Njeru (2015) examined the relationship between strategic recruitment and the retention of workers in commercial banks in Kenya. The purpose was to find the link between strategic recruitment and retention of employees in the banking industry. The study found that all banks have adopted strategic recruitment practices. The common strategic recruitment methods employed by the banks were websites, headhunting, and liaising with professional associations. The study noted that strategic recruitment as an employee resourcing strategy significantly influenced the retention of workers due to satisfaction.

1.1.4 The Lake Region Economic Bloc

Government services in Kenya were brought nearer to the citizens after the promulgation and implementation of the Constitution of Kenya in 2010. For a long time, the services had been domiciled in the central government headquarters in the capital city, Nairobi, Kenya (Njuguna, 2016). With the devolved systems in place, citizen participation in the planning and implementing programs for development was enhanced (Keraro & Isoe, 2015). Nevertheless, it was a matter of concern that counties were small and could not benefit from economies of scale that enabled them to access funding options and a pool of skilled labour to drive their development agenda (Ndung'u, 2014). Therefore, there was a need for counties that shared common

interests and strategic locations to come together to enjoy shared prosperity through the formation of economic blocs.

There are six economic blocs in Kenya ("Government of Kenya," n.d.). The Lake Region Economic bloc (LREB) holds a significant position in Kenya's landscape, not only due to its unique characteristics but also its population size. Home to a staggering 25% of Kenya's population, the LREB is the most populous of all blocs (Price Waterhouse Coopers, 2017). With an estimated population of 10 million, the bloc's diversity is a testament to its strength, drawing members from the defunct Nyanza, Western, and Rift Valley provinces. The historical ties that bind the counties in the bloc, tracing back to migration and trade routes, further underscore its importance (Ndung'u, 2014). The formation of LREB was a crucial step in creating a framework for the county governments to address challenges and harness their existing strengths (Korir, 2013).

In Kenya, there is a growing awareness of best practices and workers' rights. As a result, the expectations of workers in the public service are rising. Public institutions are striving to embrace higher ethical and integrity standards (Akech & Kirya, 2020). Reforms are underway to enhance ethics, transparency, and accountability by fostering an efficient public service culture. The media and civil society play a crucial role in public scrutiny, ensuring that the civil service adheres to public service values (Plimo, 2016). These values are not just important, they are the backbone of a fair and just system. They deter opportunities for fraudulent, improper, and unjust practices in the civil service, promoting procedural fairness for all employees and serving as a yardstick for assessing fairness. The quest for procedural fairness may encounter resistance, but it is a necessary step towards a more equitable system (Akech & Kirya, 2020).

County governments in Kenya, discretionary powers by the county executives in decision-making on employee resourcing create loopholes exploited to curtail procedural justice, commonly referred to as maladministration (Orina-Nyamwamu, 2015). Maladministration breeds professional and technical incompetence that affects employee resourcing strategies and job satisfaction. Thus, there was a need to assess the impact of employee resourcing strategies on job satisfaction in Kenyan counties.

This study assessed the relationship between employee resourcing strategies and worker satisfaction in the LREB County Governments.

1.2 Statement of the Problem

Modern enterprises focus more on developing and embracing the most effective strategies for resourcing employees to solve challenges and improve their performance to meet business objectives. Accordingly, companies optimally deploy employee resourcing strategies and acknowledge their significance and uniqueness. Mupani and Chipunza (2019) assert that the focus on employee resourcing is skewed towards acquiring and utilizing human resources, which is a rare and inimitable resource. Pandey and Kumari (2011) opine that organizations seek efficient employee resourcing strategies to satisfy employees and make them expend more effort towards attaining organizational objectives. Thus, organizations are focusing on formulating and deploying employee resourcing strategies to get the right people for the job, placing them correctly and ensuring that they optimally perform their duties.

Counties in Kenya experience challenges such as favouritism, nepotism and corruption that interfere with the recruitment and selection, training, promotion and transfer of workers (Chebet, 2015; Plimo, 2016; Ndegwa, 2019). The prevailing situation compromises the practice of human resource management in Kenyan counties. It goes against the objective of devolution, which was to bring services and opportunities closer to the people. Flawed employee resourcing strategies are disruptive, costly, and counter-productive in Kenyan county governments (Owino, 2017). As a result, several countries faced challenges such as skills mismatch, low productivity, high turnover rates, and legal suits, which hamper the realization of organizational outcomes (Chebet, 2015; Kibet, 2016; Mwikali & Gichinga, 2016).

Studies, such as those by Agoi et al. (2018) and Obonyo (2021), explained the effects of employee sourcing concepts on workers' job satisfaction in specific areas. The studies examined how job satisfaction in Kenya Airways and Public Sugar Companies, respectively, were influenced by human resource management practices. The results showed that human resource practices significantly influenced job satisfaction. The studies gave some insights into employee resourcing strategies and job satisfaction, but the two variables have yet to be directly linked and studied.

Therefore, there is a need to directly align and explore the relationship between employee resourcing strategies and the satisfaction of workers in the counties within the Lake Region Economic Bloc. County governments and practitioners will benefit from the study as it will inform policy procedures and processes.

1.3 General Objective

The study assessed the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

1.4 Specific Objectives

Specifically, the study sought:

- i. To determine the relationship between human resource planning strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.
- ii. To assess the relationship between recruitment strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.
- iii. To explore the relationship between selection strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.
- iv. To examine the relationship between employee talent management strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.
- v. To investigate the moderating effect of public service culture in the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

1.5 Research Hypotheses

The null hypotheses tested in the study were:

H₀₁: Human resource planning strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

H₀₂: Recruitment strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

H₀₃: Selection strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

H₀₄: Talent management strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

H₀₅: Public service culture has no statistically significant moderating effect on the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

1.6 Significance of the Study

The study will be vital to the county governments in Kenya to provide insights into desirable employee resourcing strategies that could enhance job satisfaction. Moreover, the management teams in counties will be able to evaluate the efficacy of the employee resourcing strategies adopted based on how they relate with job satisfaction. The research will increase awareness of how employee resourcing strategies influenced employees' attitudes and feelings. Lastly, it will help in assessing whether there is adherence to public service values in implementing and formulating employee resourcing strategies in counties.

The study will provide policymakers with information on how job satisfaction relates to employee resourcing strategies. The policymakers will use the study results to formulate better employee resourcing strategies to improve organizational efficiency. By doing so, they will be able to avoid the application of unfavourable employee resourcing strategies that are rampant in organizations in the public and private sectors. Thus, organizations will optimize the available human resources and efficiently achieve their goals and objectives.

For scholars, the study will enhance the literature on employee resourcing strategies and job satisfaction in Kenya. It will also act as a reference point for students in institutions of higher learning, extending the existing literature on employee resourcing and job satisfaction and setting a basis for future studies based on the gaps identified and recommendations made. The study will also advance the literature on how public service culture moderates the relationship between employee resourcing strategies and job satisfaction.

1.7 Scope of the Study

The study's primary focus was to assess the relationship between ER strategies and job satisfaction in the LREB County Governments in Kenya. This study encompassed three diverse counties, Kisumu, Kakamega, and Bomet, drawn from the defunct provinces of Nyanza, Western, and Rift Valley. Including these diverse counties enriches the study's findings, providing a broader understanding. Additionally, the study examined the moderating role of public service culture, a contextual factor. The four strategies under scrutiny- human resource planning, recruitment, selection, and talent management- are vital in ensuring that organizations have the best staff to drive their agenda.

1.8 Limitations of the Study

Some organizations have a culture of limiting their staff from giving out some information considered confidential to them, and a violation of it can breach the organizations' disclosure policy. The policy's intent may be to deter the exposure of the organization's confidential details. The letter of introduction from the university and the National Commission for Science Technology and Innovation (NACOSTI) research permit assisted in overcoming the limitation; the letter and research permit eliminated any mistrust, and the respondents developed confidence to disclose accurate information when filling the study questionnaires. In addition, the researcher took meticulous steps to reassure the respondents of the confidentiality of the information they gave and that the intended use was for academic purposes. The potential for questionnaires in data collection to provide inaccurate data was acknowledged, but this was mitigated by dropping the questionnaires and picking them later to give respondents adequate time to respond accurately to all items,

demonstrating the commitment to ensuring the highest quality of data collection. The questionnaire used a Likert scale which may be limited in giving employee experiences and attitudes. This was addressed by where possible requiring selected respondents to fully express their responses as the filled questionnaires were being collected.

Further, the research was conducted in County Governments and did not involve organizations in the private sector. This implied that the research findings cannot be generalized to other sectors. However, this limitation opens up exciting possibilities for future research in the private sector, which could provide valuable insights into employee resourcing strategies and job satisfaction. Finally, there was limited literature on these topics in Kenya, highlighting the need for further exploration and the potential impact of this study.

1.9 Assumptions of the Study

The researcher assumed that the methodology applied was suitable for the problem investigated and achieved the purpose of the study. Moreover, it was founded on the assumption that the study's findings were generalizable beyond the sample involved in the study and that the variables were measurable. The researcher in data analysis assumed that data analysis techniques were sufficient in revealing the relationships between the study variables. Finally, the researcher also assumed that ethical considerations were adhered to with no infringement on the rights of the participants.

1.10 Contribution of the Thesis

The study is pivotal in the field of human resource management because it will enable proper formulation and implementation employee resourcing strategies by counties results in improved job satisfaction. Therefore, counties should harness their employee resourcing strategies to create a friendly working environment and promote job satisfaction. For policy makers, it will aid in integrating and fortifying employee resourcing strategies into county government policies, they can significantly contribute to the well-being of the workforce.

Besides the thesis has the following contributions to theory; it supports equity, two-factor, and affective event theory because they focus on aspects that could lead to job satisfaction, more so employee resourcing strategies. For the equity theory, adherence to distributive and procedural justice principles to encourage employees to exhibit higher levels of motivation by giving them equitable treatment. For Herzberg's two-factor theory, focusing on employee resourcing, such as fairness, internal recruitment, and career development, could lead to job satisfaction. Further, it validates the effectiveness of the affective event theory by Weiss and Cropanzano, revealing that employees' emotional experiences at workplaces influence how they respond to the work environment.

1.12 Organization of the Thesis

This thesis consists of five chapters outlined below;

The introduction section (Chapter one) addresses the background of the study, problem statement, objectives of the study, research hypothesis, justification and rationale of the study, scope, limitations, and assumptions of the study. Chapter two (Literature Review) presents the theoretical framework, empirical literature relevant to this study, research gaps, and conceptual framework. The Chapter three (research methodology) contains research philosophy, the research design, the target population, Sampling procedures and sample size, data collection, piloting, data analysis and presentation, and ethical considerations. Chapter four presents the results and interpretations of the findings of the data collected and chapter five presents summary of findings and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the theoretical framework, empirical literature relevant to this study, research gaps, and conceptual framework. The chapter starts with a discussion of the major theories relied on to build the framework of the study. Then, it reviews the relevant literature on employee resourcing strategies and job satisfaction and highlights the research gaps. Finally, it illustrates the study's conceptual framework.

2.2 Theoretical Framework

This section gives an elaborate discussion of the theories that underpin the study. The equity theory is the main theory for the study, supported by the two-factor theory and affective event theory. These theories are critical in linking ER strategies and job satisfaction in the LREB County Governments in Kenya.

2.2.1 Equity Theory

Stacy Adams (1965) established Equity theory by stressing on perception of employees about the way they are treated in their organizations and comparing how workers within or in other organizations are treated (Armstrong, 2003). According to the theory, employees exhibit higher motivation levels if they receive equitable treatment, while inequitable treatment breeds demotivation. Adams (1963) states that equity in organizations can take two forms: procedural equity and distributive equity. The distributive approach to equity focuses on the feelings individuals exhibit when they compare their rewards versus contributions and, in comparison, with counterparts at the same level in their organization or a similar one. On the other hand, procedural equity or procedural justice deals with employees' perceptions of fairness in institutional practices and policies. Procedural justice focuses on fairness in processes relating to an organization's decision-making and subsequent outcomes.

The equity theory asserts that the perception of lack of fairness in organizational processes causes distress in employees. As a result, employees may consider taking action to restore fairness. The greater the distress due to unfairness, the greater the

efforts by employees to restore fairness (Adams, 1965). Restoration of equity can be either actual or psychological. Actual restoration manifests in employees' actions, such as working less, demanding better conditions, and destroying company assets. Psychological restoration of fairness in organizations depends on what occurs in people's minds in convincing them of fairness in all organizational activities. Adams (1965) further argues that feelings of unfairness toward organizational processes cause guilt, anger, and dissatisfaction. After evaluation of fairness, those who feel that the process is not favouring them feel dissatisfied and angry. Workers' anger is usually directed at other people or entities acting unfairly (Al-Zawahreh & Al-Madi, 2012). On the other hand, those who feel that they unfairly gain from the process suffer from feelings of guilt. Therefore, unfairness in organizational policies and procedures is detrimental to organizations; thus, more efforts must be expended to reduce it to increase employee harmony and motivation.

According to the equity theory, expectations of fairness in employee resourcing strategies indicate varied behavioural outcomes (Adams, 1965). The expectations predict how employees respond to working conditions and the work environment. Job satisfaction in an organization can be manifested through fairness in human resource planning approaches, strategies for recruitment, selection process, and approaches to talent management (Chebet, 2015), thesis yet to be reviewed. The equity theory suggests that formulation and implementation of employee resourcing strategies are part of procedural justice/equity. It emphasizes neutrality and objectivity in formulating and implementing strategies in human resource planning, recruitment, selection, and talent management (Griffin, 2021). The theory predicts that when employee resourcing strategies are viewed as fair and equitable, they will result in job satisfaction (Sinha, 2020).

The theory is appropriate to this study because employee resourcing strategies in HR planning, recruitment, selection, and talent management are processes used by organizations to acquire, engage, develop, and retain human talent (Ramadhani, 2017). Thus, they perfectly fit under the procedural justice dimension. Implementation of the strategies is anchored on the principles of procedural justice. According to O'Riordan (2015), the principles of procedural justice are impartiality, accountability, and openness in all aspects of organizations. These principles play a crucial role in

guaranteeing neutrality in organizational processes. Research has indicated that workers' perception of procedural justice in organizations influences their attitudes toward the organization and work (Sell & Cleal, 2011). Thus, the perception of fairness results in positive attitudes toward the organization (satisfaction), whereas unfairness cultivates negative attitudes that lead to dissatisfaction.

The present study embraced the equity theory to explain the human resource department's planning process in determining workers' perception of fairness and how they gain workplace satisfaction (Bright, 2022). Accordingly, managers focus on a fair distribution of rewards and acknowledgement processes that align with workers' contributions in entities to promote a sense of equity. In such cases, workers who feel that the rewards are fair for the efforts that they put in and contribute to the workplace experience increased satisfaction at their respective work premises and remain highly motivated to perform their work.

Secondly, equity theory suited the study in exploring the strategies for recruitment and satisfaction of workers. The study demonstrated this perspective by exploring the recruitment process whereby companies remain transparent concerning the rewards and expectations of every worker role (Bright, 2022). In this case, equity theory explains the significance of companies maintaining fairness in their recruitment processes to eliminate any discrepancies workers might perceive regarding the input and the output, impacting their satisfaction at work (Bright, 2022). Accordingly, companies with satisfied workers embrace recruitment approaches or strategies that acknowledge and promote fairness and provide opportunities for developing skills that translate to a positive workplace setting and increase employee satisfaction.

Separately, equity theory underpins selection approaches and strategies and how they enhance workers' satisfaction on workplace premises. Accordingly, equity theory stresses the fairness of how companies conduct their selection processes to ensure that the transparent and fair evaluation of potential workers is based on unbiased merits and relevant criteria (Bright, 2022). In such cases, workers perceive fairness in selection processes and decisions, translating to their enhanced satisfaction at work (Al-Tamimi, 2023). However, using tactics such as favouritism in the selection process lowers workers' morale and causes dissatisfaction among workers.

Lastly, equity theory explores talent management approaches and how they enhance workers' satisfaction. Companies that value proper management of talents include nurturing workers' skills, offering opportunities for developing skills and career growth and acknowledging workers' contributions (Al-Tamimi, 2023). The alignment of the techniques for managing talents underpinned by the principles of equity and are significant in promoting the satisfaction of employees at their workplace premises (Al-Tamimi, 2023). In such cases, implementing transparent appraisal approaches and programs for developing career and promotional practices reinforces the sense and perception among workers that the company embraces fairness, which translates to increased satisfaction at work.

In summary, Al-Zawahreh and Al-Madi (2012) argued that the equity theory is relevant to studying employee resourcing strategies and job satisfaction. Firstly, it is comprehensive and covers all organizational aspects that can cause job satisfaction or dissatisfaction. In essence, it covers occupational and non-occupational constructs that can affect the behaviours of employees at places of work. Secondly, the theory is systematic and consistently explains human behaviour in organizations. The notion is evident from the available literature because other researchers have employed the theory in studying human behaviour. Lastly, the theory's propositions specify the cause-and-effect relations; in this case, one variable influences the other. Thus, it can explain the interactions between employee resourcing strategies and job satisfaction under the moderating role of public service culture. The present study anchored equity theory by aligning it to the perception of fairness in employee resourcing strategies such as HR planning, selection, recruitment, and talent management. Accordingly, the study examined how workers perceived the fairness and equity of the strategies based on the rewards and opportunities, leading to their satisfaction at work.

However, the theory has some limitations; it focuses on comparing fairness and unfairness in organizational processes. After the comparison, it alleges that workers experience anger or guilt. The assertion that unfairness causes feelings of anger, dissatisfaction, and guilt is still refuted by some researchers (Al-Zawahreh & Al-Madi, 2012). Thus, those who are against the assertion hold on to the argument that unfairness does not necessarily cause feelings of anger, dissatisfaction, and guilt; it can lead to happiness and contentment from those who benefit from the flawed

process. Furthermore, it needs to consider the individual differences and cultural variations that dictate perceptions of justice and fairness. Equity theory stipulates that workers compare their efforts and how they contribute in terms of skills and effort to the reward they get in terms of promotions and payments and embrace the balance against that of their colleagues (Al-Tamimi, 2023). The comparisons influence their levels of satisfaction at work, their motivational levels, and how they behave in the workplace setting.

2.2.2 Two-Factor Theory

Herzberg (1959) developed the two-factor theory to stress the motivators and hygiene factors in explaining organizational satisfaction (Dugguh & Ayaga, 2014). Herzberg (1959) argued that the opposite of workers' satisfaction is not job dissatisfaction but no satisfaction. According to the theory, certain aspects of a job cause satisfaction, whereas others result in no satisfaction. Herzberg (2003) asserted that different factors lead to satisfaction or no satisfaction. The theory posits that satisfaction and lack of satisfaction result from dissimilar factors, such as motivation and hygiene (Griffin, 2021).

Motivation is an innate force driving employees to accomplish personal and organizational goals. In an organizational context, motivational factors are features of the job that enable workers to give their best regarding skills, efforts, and capabilities and provide gratification. Motivators bring about employee satisfaction by fulfilling individual needs such as personal growth. The issues covered under employee growth include opportunities to advance in their career, have a responsibility, be recognized, and have positive achievements at work. On the other hand, hygiene factors entail the environmental aspects at work, like conditions, quality of supervision, interpersonal relations, organizational policies, strategies, status, salary, and job security (Dugguh & Ayaga, 2014). Herzberg argued that hygiene factors are not sources of job satisfaction, but their presence increases it. Thus, if they are mishandled, they could result in no satisfaction. Hygiene factors are closely linked with employees' work environment (Andersson, 2017). According to Herzberg (2003), hygiene factors come first, followed by motivators to enhance job satisfaction. Therefore, hygiene factors must be addressed to create an environment conducive to job satisfaction.

In this study, employee resourcing strategies, recruitment, selection, and talent management fall under hygiene factors, specifically company strategies. Organizational strategies can frustrate employees depending on their implementation (Andersson, 2017). There are incidences where the strategies could be more explicit, practical, and practical. Thus, strategies per se cannot guarantee employee satisfaction, but rational and feasible strategies can help to reduce dissatisfaction (Dugguh & Ayaga, 2014). In practice, managers and supervisors should ensure fairness in employee resourcing strategies such as HRP, recruitment, selection, and talent management.

The two-factor theory relevance to the study draws from Herzberg (1959) point of reference for the management of people based on the notion that no correct approach exists in managing people because of their varied needs and expectations. The hygiene factors proposed in the theory create an enabling environment that promotes job satisfaction, creating positive attitudes that lead to satisfaction (Andersson, 2017). Besides, the hygiene factors are denoted by the physiological needs of individuals that they desire an organization to fulfil. These needs can suitably be met if employee resourcing strategies are fair and transparent to all employees.

The study embraced the two-factor theory by connecting it to variables underpinning employee resourcing strategies. According to Syptak, Marsland and Ulmer (1999), opportunities such as career advancement, meaningful jobs, work life balance and recognition lead to job satisfaction. The study embraced the two-factor theory to explore human resource planning in various ways to foster workers' satisfaction in their respective job settings. Notably, when managers effectively match the workers with their tasks and roles based on their interests, skills, knowledge, and aspirations increased satisfaction at work. This linkage reduces the workload, boredom, and underutilization, which translates to increased job satisfaction for the organization.

The two-factor theory reinforced how recruitment approaches or strategies improve workers' satisfaction based on the actions that human resource managers take in the recruitment process (Syptak et al., 1999). Accordingly, companies recruit workers who have the requisite skills and fit well with the company's culture and values, translating to their improved satisfaction and engagement. The managers achieve such

objectives by engaging in onboarding processes that integrate the new workers into the company, further boosting their job satisfaction.

Separately, the two-factor theory supported the selection approaches and how they enhance workers' satisfaction. Accordingly, the selection processes positively impact workers' satisfaction by ensuring that the selection focuses on technical competencies and cultural fit (Iyer, 2022). This makes the workers feel that they chose the proper organizations for work and jobs that suit their skills, translating to the elevation of their satisfaction exemplified by their commitment and confidence as they undertake their roles. In such cases, companies remain transparent when conducting selection processes, contributing to their positive perception of the company.

The two-factor theory also underpinned strategies for talent management on the satisfaction of workers in a company. Iyer (2022) opines that talent management approaches entail performance management, training of workers, development, and ensuring career advancement. Companies provide such opportunities for workers to grow, develop their skills, and acknowledge or recognize their achievements at work, leading to improved satisfaction. Clear paths or career advancement also enhance their satisfaction, which translates to excellence at work. Aspects of the two-factor theory, such as supervision, fair policies, good work conditions, salaries, interpersonal relations, achievement, meaningful work, responsibility, recognition, and advancement, influence workers' satisfaction in their respective work environments. Thus, highly performing entities address the hygiene factors to reduce workers' dissatisfaction and embrace the motivating factors to increase their satisfaction.

Nevertheless, the theory has a limitation because it does not explain in detail the interrelations between variables. Therefore, there is need for more elaboration on why there are variations in responses to certain organizational aspects that are standardized.

2.2.3 Affective Event Theory

Weiss and Cropanzano (1996) explained the affective event theory by describing how emotional states and moods impact job satisfaction. Thompson and Phua (2001) assert that the theory describes the relationships between the internal states of employees; perceptions, emotions, mental states, and responses to work-related incidents impact their performance, organizational citizenship behaviours, and job satisfaction.

Ramadhani (2017) argues that the theory accentuates that factors that positively and negatively induce emotions at work significantly impact workers' job satisfaction. Therefore, the theory focuses on how job events and processes affect job satisfaction.

The affective event theory anchors that an employee's affective response to organizational events influences attitudes and behaviours (Preez, 2016). Accordingly, the theory proposes that affective responses are essential in employee attitude formation and satisfaction. The term effect refers to workers' emotions and moods, whereas attitude evaluates the effect cognitively. The empirical literature has revealed that employees' emotional experiences at the workplace influence how they respond to the work environment (Saxena, 2010). Favourable events result in positive emotions that exhibit satisfaction, whereas adverse events result in poor attitudes that show dissatisfaction. The affective event theory is crucial in identifying counterproductive management actions.

A typical work environment includes positive and negative events (Stone, Cox & Gavin, 2020). Positive work events create favourable affective states-satisfaction, whereas adverse work effects result in unfavourable affective states-dissatisfaction. Positive affective states allow employees to put more effort toward attaining organizational goals. Employees with a positive attitude towards an organization view events and actions as opportunities to improve them, resulting in optimistic behaviours towards core organizational decisions (Preez, 2016). On the other hand, a negative affective state affects organizational harmony and threatens achieving organizational targets. In that regard, an employee with a negative impression of the policies and practices in the organization views all events as threats or drawbacks, and they often express displeasure with all decisions made by the organization. Therefore, positive and negative affective event in organizations affect workplace behaviours.

The affective event theory tries to bring out the links in workers' internal influences. For example, cognitions, mental states and emotions, and how they react to actions or events occurring in their workplace impact their job satisfaction (Cropanzo et al., 1996). The theory asserts that affective behaviours at work, such as moods, emotions, and cognitive behaviours, can suitably predict job satisfaction. The affective event theory draws a line between positive and negative inducing incidents at work (Wegge,

Van Dick, Fisher, West & Dawson, 2006). Besides, it indicates that the two categories of incidents psychologically affect employees, influencing their satisfaction at work.

The theory focuses on events at work as the proximal cause of affective reactions from employees (Saxena, 2010). An event at the place of work is a happening regarded as essential. In the context of employee resourcing, resource planning, recruitment, selection, and talent management strategies, the formulation and implementation of the strategies influence affective reactions from employees regarding emotional responses and moods. The theory assumes that people's emotional reactions begin after the appraisal of all events in human resource planning, recruitment, selection, and talent management (Preez, 2016). Accordingly, the emotional response process occurs when the cognitive evaluation of circumstances is complete. The evaluation begins with the relevance of the positive and negative outcomes of the events. The initial assessment influences the intensity of the emotional response. Later, more tailored responses are formulated based on the overall implications, tolerance levels, and attributions. Thus, it results in discrete emotions of anger, sadness, guilt, and joy related to job satisfaction.

Saxena (2010) notes that theorists concur that the preliminary appraisal of the events in human resource planning, recruitment, selection, and talent management depends on personal goals and values. In that respect, the criteria for assessing the harm or benefits of an event are tied to an individual's goal or commitments that are facilitated and hindered by the event(s). When the event hinders personal goals and desires, it results in dissatisfaction. Conversely, when the events support the individual's goals and values, they lead to satisfaction. Concerning employee resourcing strategies, employees often assess the fairness and objectivity of HRP, recruitment, selection, and talent management strategies (Stone et al., 2020). The appraisal begins with assessing the transparency and fairness of the procedures to give each individual an opportunity to attain personal goals and desires. The yardstick of fairness and transparency is adherence to the public service values of accountability, justice, transparency, and responsibility (O'Riordan, 2015). Extreme deviations from the employee's expectations result in dissatisfaction (Ramadhani, 2020). Notably, if the appraisal meets partly or all the expectations of the employees, it leads to different satisfaction levels; the more the expectations are met, the higher the satisfaction, and vice versa.

The significance of this theory to the study is underpinned by the aspect of employee resourcing strategies in human resource planning recruitment, selection, and talent management, which represent events that affect the emotions and attitudes of employees based on how they appraise and judge the processes and procedures (Preez, 2016). The appraisal is based on what is desired to happen in practice and what happens in reality. The affective event theory complements the equity theory by stressing the importance of attitudes and perceptions in influencing job satisfaction. Essentially, the affective aspect component of job satisfaction relies on evaluating events based on individual goals, values, and conformity to set standards of operation. Thus, appropriate behavioural actions towards the events are informed by the outcome of the appraisal. The theory will be vital in linking employee resourcing strategies, public service values, and contentment on the job.

The present study embraced affective event theory to underpin HRP processes, recruitment, selection, and talent management strategies and how they impact job satisfaction among workers based on their emotions. Study Smarter (2024) affirms that affective event theory, or AET, underpinned the role of HR in transforming the satisfaction of workers and their experiences at the workplace. The theory postulated that how companies plan and allocate their resources impacts workers' feelings, especially their emotions and their levels of satisfaction. For example, when a company embraces effective human resources planning it ensures adequate staffing, offers workers opportunities to develop their skills, and promotes a positive work environment, that translates to a positive emotional experience among workers in terms of engagement. It increases satisfaction at work.

Study Smarter (2024) reports that AET offered the basis for explaining the relationship between recruitment strategies and worker satisfaction. The theory postulated that the recruitment process, including the selection of candidates, onboarding, and their integration into the organization's culture, improves workers' emotional situations and satisfaction at work. Accordingly, companies that focus on inclusive and transparent recruitment approaches offer clear job expectations and support workers during onboarding, cultivating positive emotions among workers, which improves their satisfaction at work.

With regard to selection strategies, Study Smarter (2024) asserts that AET formed the basis for exploring the selection approaches and how they relate to workers' satisfaction regarding positive experiences and emotions. AET indicated that transparency, fairness, and effective selection of workers influence their emotional responses. Accordingly, companies that embrace merit-centred selection approaches provide constructive feedback to workers and ensure positive experiences among workers attract more talent and increase their satisfaction with work.

On talent management strategies, Study Smarter (2024), the AET concept showed how talent management approaches relate to workers' satisfaction. Aspects such as developing careers, performance management, and acknowledging or recognition programs are elements of talent management. The theory explains that companies' processes to support and manage talents impact the emotional statuses of workers and their satisfaction with work and the workplace environment. For example, companies that provide workers with the opportunities to grow and develop, acknowledge or reward their contributions and achievements, offer a supportive work culture and develop a positive culture that nurtures happiness and positive emotions among workers, translating to improved satisfaction and engagement at work.

Also, AET assisted in explaining the association between the affective commitment of workers and their levels of satisfaction at work. Saha and Kumar (2018) noted that affective commitment is the association between workers and the company for which the workers engage in jobs. The commitment is the perception of workers on what pushes them to stay in their respective organizations. Workers committed to their companies show their aspirations to remain in such companies. Thus, they identify with the company's goals, feel confident that they fit the premise, and remain satisfied with their work as they perceive being valued and become ambassadors of the company.

Saha and Kumar (2018) argued that commitment is reflected in their attitudes, such as loyalty, identification, and attachment. Accordingly, supervisors have a role in improving workers' morale to ensure their satisfaction based on the enhanced interpersonal relationship entailing reciprocating valued resources between the company and the workers. AET posits that workers' satisfaction is the desired result of employment. Thus, the company should ensure that workers identify with their

organization to foster staff retention or affective commitment. HRM practices that embrace policies and a positive work environment are essential because they enhance affective commitment and the alienation of workers. Accordingly, HRM practices foster affective commitment, which underpins workers' attachment to a given enterprise, leading to workers' satisfaction exemplified by their commitment to perform tasks. Therefore, AET underpins the HRM practices that promote affective commitment to enhance the satisfaction of workers and their commitment to the company.

Notwithstanding, the affective component of job satisfaction is not well established. There is less literature on cause-and-effect relationships between true affective events at work and job satisfaction (Huang, 2017). Besides, most theorists do not agree on the true affective experiences at the workplace. It is worth noting that in their studies, focus had been on the proximal causes of affective job reactions. Moreover, individual differences have not been factored in as part of the factors that influence affective emotions towards events.

2.3 Empirical Review

2.3.1 Employee Resourcing Strategies

Employee resourcing strategies are proactive measures organizations employ to acquire, utilize, and retain human capital (Pearce & Robinson, 2013). The strategies aim to ensure that an organization meets current and future HR requirements. As a result, they tend to discourage voluntary employee turnover (Griffin, 2015). In essence, employee resourcing strategies involve getting people into an organization, utilizing them, and, when necessary, transitioning them out of the organization in a planned and strategic manner (Raiden, Dainty & Neale, 2016). It is not just about recruitment and selection; it encompasses performance management, broadening employee skills base, learning and development, reward management, managing transitions, and separation management (Petružis & Tamošiūnas, 2021). From the definitions, ER strategies entail bringing employees into organizations, managing them within organizational operations, and transitioning them out when they outlive their usefulness. Therefore, ER strategies help organizations get the right people

needed currently and in the future and comprise all initiatives employed to attract, improve, and retain human resources.

Three core functions make up employee resourcing strategies: staffing, performance management, and change management (Azmi, 2019). Staffing entails activities like HRP, recruitment, selection, deployment, retention, and dismissal; performance management encompasses activities such as setting performance standards, monitoring performance, and performance feedback, whereas change management has components such as people change, component change, and system/process change. Most scholars concur that employee resourcing constitutes recruitment, deployment, and release (Mboya, 2018) under the staffing function (Petružis & Tamošiūnas, 2021). Other authors have indicated that ER includes equal opportunities, managing diversity, selection, assessment, exit management, and reward management, which are treated separately (Mupani & Chipunza, 2019). According to Taylor (2014), ER strategies anchor the staffing functions. Therefore, ER's core strategies are human resource planning, recruitment, selection, and talent management.

The concept of ER strategies has not only aided in the formulation of Human Resource Management (HRM) Models (Azmi, 2019), but it has also underscored the crucial link between individual and organizational objectives. These models, such as the Harvard Model of HRM and the Guest Model of HRM, provide a framework for understanding and implementing ER strategies. For instance, in the Harvard Model of HRM, ER strategies develop the area of 'policy choice.' This 'policy choice' revolves around the flow of human resources in organizations, focusing on employees' entry, placement, and exit from organizations (the human resource flow). The choice of human resource flow design is not arbitrary, but it depends on various factors such as stakeholders' interests, business policy, technology, legislation, culture, and the prevailing labour market conditions (Schuler, Werner & Jackson, 2016). In the Guest Model of HRM, ER strategies focus on the goals, behaviours, and financial outcomes from the application of HR policies. Therefore, ER strategies are not just about managing human resources, but about strategically linking individual and organizational objectives to maximize the use of human capabilities.

Management in the contemporary world is keen on striking a balance between organizational goals and employees' goals (Pangarkar, 2011). The business

environment is getting volatile because of globalization and technological advancements that call for designing and implementing ER strategies to fit global, institutional, and cultural contexts (Griffin, 2015). The complexity of business environments has made all organizations to actively formulate and implement strategies that could enable them to engage qualified people and retain workers (Saxena, 2010). However, designing and implementing ER strategies in diverse contexts can be challenging. For example, in a global context, organizations may need to consider cultural differences in recruitment and selection processes, or adapt performance management systems to different legal and regulatory frameworks. The incessant exploration of the best ER strategies is founded on the fact that people possess scarce and non-imitable attributes (Sinha, 2020). Thus, it implies that personalized characteristics are complex to substitute for, and organizations that value workers' satisfaction can tap the best talents.

Lionel, Channuwong and Wongmajarapinya (2023) emphasized that HRM is not just an aspect of the organization but a crucial function that helps companies to evoke and produce skills, knowledge, talent, and competency of workers. This skill development and talent management process significantly improves workers' satisfaction, highlighting the value and impact of HRM. The organizations, therefore, focus on recruiting and selecting the best talents who are also competent to join the entity. In such cases, the companies pay them fair salaries and compensations to establish their commitment to the company (Lionel et al.,2023). Companies use HRM to train their unskilled or unknowledgeable workers to gain the recommended skills and offer them opportunities to advance their careers. For instance, in the Harvard Model of HRM, ER strategies are integrated into the 'policy choice' area, which focuses on the flow of human resources in organizations. This could involve designing recruitment and selection policies that align with the organization's strategic goals, or implementing performance management systems that encourage employee development and contribution to these goals.

Furthermore, Jha and Bhattacharyya (2012) discussed that recruitment is not just an essential factor in a company but a key determinant of job satisfaction. The study explored the association between the recruitment approaches and the discontentment of workers and pleasure at work. Accordingly, job pleasure and discontentment are

ingredients for satisfaction at work. Job satisfaction among workers in a company is determined by the absence of discontentment at work and job pleasure (Jha & Bhattacharyya, 2012). The study found a direct correlation between satisfaction with work underpinned by discontentment and pleasure at work with practices in recruitment processes. This underscores the significant role of ER strategies in shaping job satisfaction, thereby highlighting their importance in managing human resources effectively.

2.3.2 Human Resource Planning Strategies

HRP strategies, a crucial aspect of HRM, involve predicting demand and supply for human resources. These strategies are not just theoretical concepts, but practical tools that align with business needs and craft measures to meet them (Nzuve & Mwarey, 2013). The forecasting of manpower demand, for instance, is a key component of these strategies. It encompasses approximating the quantity and category of human resources needed at different organizational levels. This informs on the appropriate criteria for acquiring manpower based on factors such as the supply of labour or urgency in deployment (Azmi, 2019). The basis for forecasting labour demand is the budget of the organization developed annually and long-term plans for the organization that are cascaded to each functional department (Armstrong, 2003). Besides, scanning the external and internal business environments is pivotal in forecasting the labour needs in line with the organizational objectives. Before considering outside labour supply, the capability of internal supply should be evaluated to ascertain its ability to cater to the deficits (Weiss, 2015). Strategic actions in human resource planning are to achieve success.

Bibi, Yang and Ahmad (2012) studied HRM practices impact on employee attitudes. The study undertaken among university workers in Pakistan. The study indicated that HRM entails practices and policies that deal with management's HR elements, including planning, selection, orientation, recruitment, training, development, analysis of work, compensation, performance appraisal, and labour relations. These systems, policies, and practices are routine tasks and strategic processes impacting workers' behaviours and attitudes. HRP, when successfully implemented at work premises, significantly impacts workers' satisfaction, making HRM a crucial strategic process that assists in acquiring, managing, developing, and motivating workers.

Badre (2021) on various HRM practices and how they impact workers' satisfaction in companies revealed that the approaches used for their respective practices are geared towards a conducive environment for workers, leading to positive human and social results. In such cases, organizations train workers, offer career development opportunities, perform appraisals, offer compensations, embrace recognition practices, and rewards, and engage in other benefit practices to significantly improve workers' satisfaction (Badre, 2021). Moreover, Zamanan, Alkhaldi, Almajroub, Alajmi, Alshammari and Aburumman (2020) explored the impact of HRM practices such as empowering workers, ensuring improved job security, and participation of workers leading to a remarkable increase in workers' satisfaction in their work. The survey sampled 261 respondents from private universities in Kuwait. The study's results noted that various HRM practices such as empowering workers and improving the security of jobs had a profound positive impact on workers' satisfaction as exemplified by low levels of intention to leave their current jobs among workers.

Cherif (2020) explored how human resource management practices establish a conducive environment for organization workers to remain committed to the organization based on the organization's positive attitude toward workers. The organization's commitment improves based on workers' willingness to commit to the company in terms of their levels of loyalty and involvement, which arise due to the treatment they get from the company. The study explained that HRM activities entail approaches to encourage workers' satisfaction with their tasks or jobs in terms of the orientation towards roles they occupy linked with the behaviours of workers in their respective areas of work. Such practices improve the attitude of workers, as exemplified by the levels of commitment. Therefore, human resource management activities and practices are positively associated with workers' satisfaction, leading to their commitment to a particular company.

Van Vulpen (2024) asserts that succession planning is another activity under HRM practices that increases workers' satisfaction in their respective positions as the process fosters the development of talents, identifies the required leadership talents, makes decisions on succession, and develops leadership. Accordingly, planning for an organization's future entails elements that lead to shortages or create vacancies, such as promotion, retirement, sickness of workers, and any exit. In such cases, companies

with consistent workers with required skills do not incur financial resources on outsourcing workers as they have techniques to promote workers into vacant new positions. Succession planning ensures the availability of leaders by identifying workers within the company as the workers establish a positive culture for inclusion and learning, enhancing their satisfaction. Talent development is an aspect of the succession plan. It allows workers to participate in senior leadership roles and prepares them to replace the current leadership at mid-level management. Companies integrate talent and leadership development with succession planning activities in such cases.

Further, Van Vulpen (2024) informs that talent management process under the talent development programs enables leaders to select workers with high potential and skills to receive more training in various tasks and engage in challenging assignments, career planning activities, and rotation of jobs for workers. Similarly, managers embrace mentoring programs to develop top talents, increasing workers' satisfaction. Other strategies under succession planning to improve the satisfaction of workers include identification of leadership talents within the company and decision on succession with consideration of assessment of turnover rates, which bring a good indication that workers have higher levels of satisfaction if the turnover rate is extremely low or not existing in the company.

Mygrowth (2023) report explored various HRM practices that enhance workers' satisfaction in a company. Performance management, a practice under HRM, entails setting expectations and standards, conducting performance evaluations, offering positive feedback, rewarding workers, and recognizing their achievements. When effectively implemented, these practices create a positive work environment that significantly improves workers' satisfaction. Moreover, HRM fosters the engagement of workers as such practices create the environment at work to increase the motivation of workers, enhance their commitment, and increase their satisfaction. The HRM approach focuses on open communication, recognition of workers, and improved well-being due to a culture of recognized and cultivated managers who recognize their work and contributions, leading to improved satisfaction.

Similarly, inclusion and diversity are other activities under HRM that focus on ensuring that the workplace respects and values differences among workers (Mygrowth report, 2023) These inclusive practices enhance equality, fairness, and

opportunities for all workers, thereby significantly improving their satisfaction. Besides, HRM fosters legal requirements and compliance, especially regulations, labor laws, and ethical standards that promote anti-discrimination, fair labor practices, and data privacy regulations that ensure workers remain safe and health of workers, boosting their satisfaction.

Saha and Kumar (2018) states that HRM practices foster a positive organizational culture to unite people and express shared ideas, beliefs, and values that bind them to the company. Accordingly, positive cultural practices by managers, such as rules, policies, mission, and values, spell out how workers behave, leading to satisfaction and commitment. Workers who get support from HRM gain confidence and improve their motivation, cordial response, and trust. Workers explore safety, equity, trust, encouragement, collaboration, and relationship-oriented, leading to their satisfaction as they perceive that such organizations' needs.

Organizations use the HRP strategy to optimize staff levels (Wesonga, 2021). Optimal staff levels are a function of workers' demand and supply in the market (Weiss, 2015). In that respect, the shortages and surpluses in demand enable efficient planning on sourcing and thoroughly engaging staff. A shortage in the labour supply indicates that measures to build capacity must be embraced through recruitment and selection or retraining/reskilling, whereas a surplus implies layoffs or redeployment (Azmi, 2019). Organizations can correct the skill gaps by employing new staff, transferring, job rotation, and retrenching (Griffins, 2016). Human resource planning strategies guarantee a successful human resource management program. It ensures that the premises have the desired workers, with the recommended skills, in the correct numbers and placed in the right positions. Wekesa and Kitainge (2020) categorized Human resource planning strategies into forecasting and restructuring.

Yunus and Munjuri (2020) affirms that forecasting strategy entails forecasting the demand for and supply of labour. In demand for labour forecasting, the focus is on the analysis of employment trends, productivity, availability and the growth and expansion of an organization. At the same time, the supply of labour checks the availability of labour with the requisite skills to fill vacant positions identified in the labour demand forecast. Demand for labour forecasting gives a road map on how

organizations transition from the present position of human resources to the desired position in the future.

According to Hamilton (2014), restructuring strategy involves altering work processes and procedures so that the available human capital can be used optimally. People are the pillar of all organizations because the structural roles they undertake, interact with, and effective relationships guarantee satisfaction as a positive outcome. The focus here is on matching the right person for the job and keeping them motivated while performing assigned tasks. Restructuring strategies are drawn from the corporate strategy, which is connected with the company's vision and mission (Soni, 2016). Essentially, they aim to meet stakeholder expectations in today's environment and make organizational restructuring organizational (Hamilton, 2014). Therefore, organizations must make flexible plans to suit the ever-changing business environment—restructuring methods in human resource planning include process changes and employee reorganization.

2.3.3 Recruitment Strategies

Recruitment strategies act as a channel to attract the right workers to show interest in the available job vacancies within an organization (Azmi, 2019). The strategies are vital because they influence the quality of candidates willing to apply and their patience to persist in making their application (Grotto, Hyland, Caputo & Semedo, 2017). The common ways employed in sourcing potential candidates by organizations include partnerships with learning institutions, internships, employment agencies, employee referrals, job fairs, and networking at trade shows or conferences (Mbugua et al., 2014). The strategy employed in recruitment, to a greater extent, depends on the position the organization wants to fill; for base-level/entry-level positions, recent graduates with limited experience are sourced from outside the organization (Azmi, 2019). On the other hand, internal recruitment is preferable for middle-level, technical, junior executive, and senior administrative positions. For senior executive positions, external recruitment-headhunting is preferred because of the desire to acquire scarce and highly talented individuals. Successful organizations use blended methods to acquire suitable candidates; they use internal and external recruitment methods (Greene, 2020).

Pandey (2020) argues that in recruitment two common strategies are applied: internal and external recruitment, in internal recruitment, employees are encouraged to apply for vacant positions. Internal recruitment strategy manifests in the application for promotions, inter-departmental transfers, transition from temporary to permanent, and job referrals. Internal recruitment is lauded for being cost-effective, boosting employee morale, shortening the time taken in orientation, and eradicating maladjustment (Crowley-Henry, 2013). However, it limits the prospective candidates, cultivates a rigid culture, escalates organizational conflict, and creates new gaps in the workforce.

Matolo, Iravo and Waititu (2019) assert that organizations recruit internally through promotions, transfers, available labour force, or referrals from current and former staff, friends, and family members. When an organization prefers an internal recruitment strategy to generate candidates for vacancy notices, internal memos, job postings, and company newsletters can be used to create awareness. Referrals are regarded as the cheapest way of recruiting people because they are word-of-mouth advertisements, and sometimes one does not incur any substantial financial cost (Mbugua et al., 2015).

Pandey (2020) argues that external recruitment strategy focuses on drawing the interest of people outside the organization to express interest in job vacancies within an organization. The external recruitment methods used to source candidates include advertisements, employment agencies, campus visits, online recruitment, and job fairs. External recruitment is advantageous because it increases the pool of applicants, brings a new outlook, and enables an organization to meet diversity requirements. On the other hand, external recruitment is costly; it takes more time for new employees to adapt, and an idea crash can possibly escalate conflicts in an organization.

Nguti and Mose (2021) note that online recruitment has recently been gaining prominence in most organizations. The use of the Internet in advertising for vacant positions in an organization is found to be cheaper and happens in real-time compared to older ways of advertisement, whereby it took time to run the advertisements. The approach is suitable for candidates because they can peruse through the advertisement and respond electronically. Online advertisements, primarily through websites, offer a prospective candidate adequate time to get more information about an organization

before deciding to express interest in the position through an application (Thite, 2019).

Tyagi (2020) reports that studies have indicated that passive job seekers (individuals already in stable jobs) are likely to apply for jobs advertised over the Internet after discovering that other organizations offer better packages. Passive job seekers are regarded as quality employees because they are not driven by desperation, disgruntlement, and frustration as active job seekers. A critical evaluation of the advertised job opportunities drives their decision to apply. For the HR department, online recruitment increases efficiency and effectiveness in sourcing employees because the system can select the best candidates based on the irreducible minimums for a particular position (Koren & Anderson, 2021). Therefore, it relieves managers from going through numerous applications to get those who meet the set criteria.

Weiss (2023) asserts that internal recruitment does not guarantee quality in the human resource pool. This implies that organizations should go the extra mile and recruit externally using advertisements in newspapers, magazines, television, radio, employment agencies, and visits to learning institutions. Nevertheless, some studies have indicated that internal recruitment strategies are suitable for organizations because they guarantee employee development (Carbonell et al., 2020). Employee development increases job satisfaction and commitment.

2.3.4 Selection Strategies

Selection strategies involve combining instruments to get the best candidate from a pool of prospective employees generated during recruitment (Compton, Morrissey & Nankervis, 2014). Employee selection is a decision-making process to choose the best candidate to fill the vacant position. The choice anchors on the concept of 'person-job fit', which refers to the alignment between the candidate's skills, abilities, and interests with the requirements of the job. Similarly, the 'person-organizational fit' is the alignment between the candidate's values, beliefs, and behaviours with the culture and values of the organization. Traditionally, the employee selection was decision-making process (Gummadi, 2015). It entails getting the best from the pool of prospective candidates. The traditional method is unreliable because it ignored the plight of the candidates, who are key stakeholders in the selection process. In the traditional

method, the person-organization fit was ignored; thus, employees' expectations may not be met. Empirical studies on selection have indicated that the suitable fit of employees in organizations can deter attrition and enhance employee satisfaction (Koren & Anderson, 2021).

Pandey (2020) asserts that the selection strategy is fundamental in the employee resourcing cycle that begins with defining the available vacancies in HRP and then attracting applicants in recruitment. Selection assesses the suitability of candidates drawn from the pool developed from recruitment using metrics created in human resource planning. These metrics, such as job requirements, skills, and competencies, are used to evaluate the fit of the candidates with the job and the organization. Organizations use various tools to select suitable employees from the pool of applicants. Most organizations use interviews as the main selection tool (Koren & Anderson, 2021). Interviews are reliable because they offer flexibility in questions asked, allow a more incredible bond with the interviewees, leading to high response rates, and also give more control of the interview environment by the interviewer (Cross, 2013).

Gummadi (2015) argues that employee selection activities include the perusal of applications and resumes, interviewing prospective employees, testing checking on work samples, and background checks. The rationale behind the activities is to ensure that the right candidate is offered the job from the pool generated during recruitment. Selection starts with shortlisting, where applicants are vetted to check if they attained the minimum qualifications set during recruitment. Employee selection strategy is closely linked to the job; it ensures that the candidate settled on by the organization fits the vacant position (Azmi, 2019). The process of employee selection is significant in employee resourcing because the chosen candidate will have a solid attachment to the organization, depending on their perception of the process. Selection strategies help get more information about an applicant before a decision is made to engage them. The selection strategies organizations use vary due to differences in recruitment sources, such as job boards, referrals, or internal promotions, variations in organizational sizes, such as small businesses or multinational corporations, the nature of the labour market, such as high demand or low supply of certain skills, and employment regulations, such as equal opportunity laws or visa requirements.

Nguti and Mose (2020) posit that the common selection strategy most organizations use is interviewing. Interviews allow the human resource manager to get a detailed picture of prospective employees. Interviews are scheduled for applicants who are successfully shortlisted. The interview process begins with the shortlisted candidates filling out the application form (Azmi, 2019). Filling application forms is the first interaction prospective employees have with the organization. Interviews can be structured, semi-structured, or unstructured (Gummadi, 2015). During interviews, candidates undergo several tests such as skill, personality, stress management, ability, and psychomotor tests. Besides, employees are given clear information on what they expect on the job that is the realistic job preview (Otido, 2019). The realistic job preview gives the opportunity to the applicants to decide on whether to take up the job or reject the offer

A realistic job preview is critical in the process of selection. The essence of the realistic preview is to give potential employees an actual picture of what they expect once they are offered the jobs (Otido, 2019). A realistic job preview is used in the selection process to provide candidates with a clear understanding of the job's requirements, responsibilities, and working conditions. The job preview helps candidates readjust their expectations and informs them on accepting or rejecting the job offer. An excellent realistic job preview is founded on tangible facts about an organization. It is helpful in supporting new employee integration, career transition, job satisfaction and organizational engagement (Choi, 2017). New employees need to get an accurate picture of what they expect in the course of the new assignments. Failure to meet the expectations articulated at the point of employees joining the organization breeds distrust and dissatisfaction because it violates the psychological contract.

2.3.5 Talent Management Strategies

Greene (2020) notes that talent management strategies involve changing workers in an organization through planned and unplanned learning to achieve the competencies needed to give an organization a sustainable competitive edge. Talent management strategy takes a holistic approach compared to the traditional efforts used in developing individuals in organizations (Choudhury & Pattanayak, 2020). Traditionally, talent management focused on upscaling organizational efficiency through routinization and increasing the predictability of human conduct. The

traditional approach created standardized systems passed across generations in the workplace (Paliszkiewicz, 2020). However, changes in the present business environment are rapid and need a direct association with the past. Thus, it is not easy to rely on the traditional ways of developing human resources. Notably, in the current society, knowledge is created faster than before, computers have increased the speed of processing information, and individuals are aggressive and striving for career success.

Singh and Sharma (2015) posit that talent management strategies are composed of four components: identification of talent, development of talent, use of talent, and retention of talent. These components focus on having quality employees who are pivotal for attaining the company's goals. Apart from cultivating talent, talent management strategy builds new potential for anticipated strategic positions in the organization. The decision to build new potential in employees is informed by their contributions and strengths to the betterment of an organization (Greene, 2020).

Wesonga (2021) asserts that organizational talent management strategies are designed to proactively develop human capabilities, preparing for a future that is markedly different from the past. This proactive approach to employee development allows for the anticipation of future competencies and features necessary for successful performance, rather than waiting for the unpredictable future to dictate action. Effective talent management strategies, as Cherono (2017) suggests, involve a combination of one-time learning experiences and a series of continuous long-term learning experiences. These strategies, as Gitamo (2020) points out, establish mechanisms to ensure the right employees are in the right positions at the right time within the organization. Talent management in organizations can be facilitated through career development and succession planning (Greene, 2020).

Cherono (2017) affirms that career development encompasses aligning employees' skills and education to an organization's strategic direction through training and development programs. The rationale for career development is to satisfy individual aspirations and meet organizational objectives (Azmi, 2019). For organizations to attain their objectives, employees' career paths must be integrated into the organizational path to success. Studies have indicated that once employees are

convinced that organizations are investing in them, they will expend more effort toward attaining organizational goals

Greene (2020) notes that succession planning involves getting suitable individuals within an organization and engaging them in professional development to prepare them for future roles. Succession planning is future-oriented; the HR department reviews the long-term strategy of an organization as well as the profiles of employees to detect gaps that may emerge shortly and formulate proactive plans to fill them. When the organization lacks the internal capability to fill the positions, it can undergo a recruitment exercise (Pandey, 2020). The involvement of lower-level employees in succession plans increases their motivation and improves employer-employee relationships (Grotto, Hyland, Caputo & Semedo, 2017). External succession is counterproductive because it results in employees losing trust in employers. After all, their efforts to improve the organization are overlooked. Succession planning is vital because it overcomes the challenges of acquiring human resources in a tight and competitive market.

Yeswa and Ombui (2019) in an empirical study indicates that talent management strategies help deter attrition rates. Retention benefits organizations by reducing the costs of filling vacant positions when employees leave. Talent management strategies are linked to positive employee outcomes such as low turnover rates, increased productivity, organizational commitment, and job engagement (Huang, 2020). Besides, it results in organizational outcomes such as a good employer reputation anchored on organizational practices that motivate workers, translating to their satisfaction at work. In that respect, talent management strategies give an organization an upper hand over rivals in retaining workers.

According to Greene (2020), organizations across the world are paying more attention to talent management because it is vital for survival in the modern world that is rapidly changing. It increases the capability and flexibility of employees in a turbulent environment. Organizations that engage in talent management through employee training, career development, and career planning can attain a strategic competitive edge by retaining top talents who feel satisfied with their job (Huang, 2020). Talent management strategy not only increases the ability of employees to do assigned tasks

but also opens an avenue for identifying high-performing individuals to be part of the enterprise.

2.3.6 Public Service Culture

Organizational culture represents the values, artifacts and symbols of a particular set of people and passed across generations (Jamil, Askvik & Hossain, 2016). Culture dictates how societies operate by setting boundaries on what is right and what is wrong. In an organizational context, culture entails espoused values and practices that organizations formulate to guide activities, such as recruiting workers. Values are fundamental for success in most organizations because they promote a conducive environment for employees to focus on attaining the company's objectives (O'Riordan, 2015). Sometimes, organizational culture is difficult to identify because it comprises critical aspects that must be taken seriously, such as expectations, assumptions, and memories prevalent in companies (Jamil et al., 2016). This implies that culture may be undetectable; notwithstanding, it gives employees identity.

Ayeni (2017) notes that public service has values that ensure that its operations run smoothly, which is called public service culture. For instance, impartiality is a key value in the public service, ensuring that decisions are made without bias. Equity is another value, promoting fairness and equal opportunities. Trustworthiness is crucial, as it fosters a sense of reliability and dependability. Accountability is a cornerstone, holding individuals responsible for their actions. Fairness is also a significant value, ensuring that all individuals are treated justly. These values were developed many years ago but still are relevant to date. The public service culture differs from the private sector culture.

The private sector culture is flexible and responsive to change, while the public service culture is rigid (Taylor, 2014). Besides, the objectives of the government and bottlenecks imposed by the political class hinder the free adoption of good practices employed in the private sector (O'Riordan, 2015). Rigidity in government culture is necessary to avoid groupthink. Groupthink occurs when hasty decisions are made without rational consideration of their impact on the activities of the premise by causing the balkanization of those with divergent views.

In public service, values are essential components of organizational culture, and they guide and determine the formulation and implementation of employee resourcing strategies (Ayeni, 2017). In the study of organizational culture, values are easy to assess because they are accessible compared to assumptions and artefacts (O'Riordan, 2015). The values are written and act as a point of reference when making critical decisions on human resource management. The Public Service Commission developed the County HR Manual in 2013 to facilitate the transition of HR functions to counties. The manual articulates the public service values applicable in the management of employees in counties: good governance, integrity, transparency, and accountability. The County Public Service Board, a regulatory body, enforces and monitors the values at the county level, ensuring that they are upheld in all aspects of public service operations, from recruitment to performance management (Public Service Commission, 2013). The values intend to create sustainable systems that will enhance employee performance.

Besides, the relationships between employers and employees are regulated by employment law. The Employment Act (2007) gives guidelines regarding managing human resources in Kenya. This Act, a legal framework, plays a significant role in shaping organizational culture. For instance, it protects employees from discrimination in recruitment, selection, training, career advancement, and other matters that might emerge in the employment relationship. The doctrines of the Employment Act are applicable in many sectors, and violation of the Employment Act (2007) is often detrimental because it results in expensive lawsuits to the organization. Therefore, the doctrines in the Act are adopted by all organizations as part of their culture, reflecting the importance of legal compliance and respect for employee rights in the organizational context.

The selection of public service culture as the moderating variable in this study is underpinned on the fact that values embedded in it are widely acknowledged as corporate governance principles that are acceptable globally. Literature reviewed creates a clear gap that culture is one of the aspects that can moderate the relationship between employee resourcing strategies and job satisfaction, hence, the choice.

2.3.7 Job Satisfaction

The term job satisfaction has existed for more than a century; the concept traces to the 1920s when it was first used (Griffin, 2021). Until now, scholars have still found challenges in defining and quantifying the concept because it is abstract. In the 1930s and 1940s, job satisfaction was found to be necessary, and there was a common agreement that employees' attitudes and perceptions toward job-related tasks influenced the quality of output (Shewayirga, 2014). Job satisfaction is the general feeling of employees about work-related issues (Fisher, 2010). Notably, job satisfaction is multifaceted because it is critical to employees important to employees and influences the success of the organization. When employees are not contented with their jobs, their loyalty to the organization wanes, and they are likely to underperform or leave.

Job satisfaction is employee happiness with their jobs; it entails the pleasure and contentment they get while engaging in work-related tasks drawn from organizational policies, strategies, and practices (Parvin & Kabir, 2017). Moreover, it comprises the attitudes that employees have toward job-related factors. An attitude is an evaluative tendency toward an object, person, event, or practice based on direct or indirect experiences from the stimulus (Wagner, 2017). Job satisfaction elicits cognitive and affective responses from employees. It comes with expressions of like or dislike towards the object. Good attitudes lead to higher job satisfaction (Cherry, 2019).

Employees with high job satisfaction typically are happy, productive, flexible, and loyal to the organizations (Robbins, Judge, & Sanghi 2019). Therefore, job satisfaction is psychological contentment to employees derived from fulfilling personal desires and expectations from work and work-related practices. Accordingly, it relies on the extent of integrating workers with work-related tasks and management approaches (Al-Hawary & Nusair, 2017). It is worth noting that as employees work in organizations, their ambitions and desires interact with work practices and environment in determining social objectives. Job satisfaction is a function of work location, incentives, management strategies, and interpersonal relationships (Abazeed, 2017). It comprises three core components: affective, cognitive, and behavioural (Huang, 2020).

According to (Huang 2020), the affective component deals with the emotional aspects of workers based on how they perceive practices at work and strategies and their valence. It reflects how people feel self-driven and active in undertaking the assigned job duties in the prevailing job circumstances. Sometimes, it is referred to as feeling engaged and enjoying working (Byrne, 2014). The affective component can also bring negative feelings towards work and work practices. The emotions include anger, disgust, complaints, and nervousness (Huang, 2020). The negative manifestation of the affective component is a result of unpleasant occurrences at places of work.

The cognitive component of job satisfaction manifests in individual opinions, beliefs, and expectations about a company's operations (Huang, 2020). The thoughts and statements developed after rational thinking are compared to a particular known stand or expectation. A deviation from the expectation leads to dissatisfaction (Cherry, 2019). The cognition component evaluates the importance and meaning of characteristics, practices, values, outcomes, and conditions. The evaluation forms a basis for responses based on cues and attitudes toward the event, practice, or circumstance.

The behavioural component is arrived at after attaining either the cognitive or the affective component (Huang, 2020). Prediction of the behavioural component depends on the attitudes developed under the affective and cognitive components. The behavioural components represent the attitudinal measures with indicators such as productivity, citizenship behaviours, and retention (Byrne, 2014). These indicators help determine the level of job satisfaction. The behavioural component represents the intention of employees to act in a particular manner towards the organizational practices and policies. For the organizations, the behavioural component manifests in morale, absenteeism, turnover, union-management relations, and productivity. Notably, most studies focus on the behavioural components of job satisfaction. This study delved into the cognitive and affective aspects of satisfaction at work because they have not been the centre of focus in the available literature.

Employee satisfaction carries an emotional facet; it considers employees' feelings towards the organization, colleagues, and the conventional processes and procedures of the work environment (Cherry, 2019). The concept is very complex, it varies from individual to individual because it majorly focuses on people's attitudes. Job

satisfaction in organizations is based on the outcomes of employee behaviours, such as organizational commitment, productivity, and retention. Job satisfaction is a function of the discrepancy arising from expectations and what organizations offer.

According to Patterson (2016), things that can give satisfaction to employees can vary in that one organizational process might result in different degrees of satisfaction or dissatisfaction. Fisher (2010) notes that employees can be satisfied with human resource management practices, leadership styles, or relations with their colleagues at work. For a company to establish a satisfying workplace, it has to incorporate the following factors: flexible work arrangements, fairness in recruitment and selection, fairness in promotion, and job security. Higher job satisfaction is associated with better performance, low absenteeism, and higher retention rates (Ruche, 2014; Irabor & Okolie, 2019). Fisher and Ashkanasy (2000) argue that currently, job satisfaction can take two main dimensions: affective and cognitive.

Li and Meng (2024) examined the aspects that impact workers' satisfaction levels, mainly medical staff in Chinese public hospitals. The study included 16 public health facilities for the identification of 12,405 participants between 2017 and 2019. The various medical staff in the study process included nurses, doctors, and administrative staff. The study revealed that the satisfaction of the medical staff in the various public health facilities in China includes valuing the staff's opinions, recognizing the staff's work, embracing democracy at work, and ensuring performance evaluation. The study concluded that ensuring the satisfaction of medical staff in healthcare facilities is achievable when such enterprises value the freedom or democracy of workers, acknowledging their contributions and performance of workers. The study acknowledged limitations that impacted the findings and the overall generalizability of the information. For example, external factors such as COVID-19 interrupted the study process in 2020. Secondly, the Chinese government provided healthcare reforms that impacted the structure of personnel and the management of public hospitals, leading to challenges in ensuring precise measurements. Further, the applied strategy for personnel in China could not be used in other regions because of the differences in economy and resources.

Curado, Henriques, Jerónimo and Azevedo (2022) explained that the satisfaction of workers in a company is achievable when the organization portrays transparent and

transformative leadership where workers have the opportunity to embrace their skills, have the freedom to make decisions, and embrace innovation. In such cases, leadership impacts workers' satisfaction through managers' support to encourage the employees. Enterprises that focus on the democratic leadership style promote respect for workers, leading to improved satisfaction. In such cases, the workers have opportunities to maximize their skills and potential via innovation and creativity. However, companies that value transactional leadership have managers who have less involvement or engagement with workers, as the leaders only perceive the process as an exchange to influence the performance of workers but not their satisfaction. In such cases, the rewards are punishments that reduce workers' satisfaction. On the other hand, transactional leadership is underpinned by commitment and inspiration, where leaders improve workers by providing freedom for engagement, improving their skills through training, and allowing the workers to be creative and innovative. This translates to satisfaction, enhanced job security, and access to resources, which enhance their satisfaction.

Tekell (2008) asserts that job satisfaction is a construct that receives an affective view of motivation or morale and the feelings of workers towards an organization. Tekell's definitions draw from the earlier studies by Lock (1976) and Child (1941), who defined job satisfaction as a pleasant and positive state of emotion after job appraisal or the experiences on the job. From the earlier views, it is evident that employees' job satisfaction depends on their feelings towards events at their workplace. The affective component of job satisfaction considers the feelings people link to their jobs and the valence of the feelings (Thomson & Phua, 2012). Feelings can take two dimensions: positive affect and negative affect. Positive affect is the level at which people feel motivated and active in their jobs. In contrast, negative affect stands for distress and dislike people exhibit towards their job and job-related components. Positive affect makes individuals work hard towards attaining set goals, while negative affect features incessant employee complaints (Tampubolon, 2016).

The cognitive aspect of job satisfaction is a mental process. In this case, people weigh the prevailing job conditions and compare them with alternatives that are considered standard (Oginni, Ajibala & Olaniyan, 2020). After the comparison, employees can find that the prevailing situation meets, exceeds, or falls below their expectations.

Employees will feel satisfied if the situation meets or surpasses their expectations. On the other hand, if it does not meet their expectations, employees will feel dissatisfied. Hulin and Judge (2003) argue that cognitive job satisfaction is more rational because it does not rely on emotional comparisons. Cognitions are complex because they evaluate the valence of positive and negative attitudes and compare them with available alternatives.

Affect and cognitive job satisfaction differ. Affect refers to how an individual feels about the job, while cognitive job satisfaction refers to the job attitudes based on evaluation against a set standard or the deserved minimum (Thorensen, Kaplan, Barskey, Warren & Chermont, 2003). Events at work trigger feelings and attitudes towards a job. The events have a long-lasting impact on how people evaluate their jobs. In evaluating jobs by individuals, it is common for people to feel anger, frustration, enthusiasm, and motivation. The episodes of positive and negative attitudes are feelings that depend on the perception of individuals.

From Psychobiology, it is argued that affect and cognition are inseparable. Jundt and Hinsz (2002) assert that higher-level cognition is dependent on emotions intertwined with individuals' psychological architecture. For instance, when people think about jobs, they have predetermined feelings about them. Along the same lines, when people are at work, they often think about these feelings and compare them with what the organization offers. This implies that the two constructs cannot operate in isolation. Regardless, Ashkanasy, Hartel, and Daus (2002) argue that the affect component of job satisfaction is relatively stable compared to the cognitive component. The cognitive aspect is likely to change as per the variations in situations that appraisals are based on. Therefore, the partial overlap does not mean that the components are similar.

Altomonte (2024) noted that workers' satisfaction is their contentment with their tasks, responsibilities, future commitment, and roles in the company. The satisfaction of workers underpins how the workers feel and perceive their roles. This concept helps companies to assess the well-being of workers. A contented workforce is important for efficiency, productivity, and performance. In such cases, workers remain enthusiastic, committed, and engaged to enhance a positive work environment, leading to happiness and success. Companies embrace various ways of ensuring high levels

of satisfaction and retention due to increased loyalty of workers. The factors that foster improved satisfaction of workers in a company include good work-life balance as the workers value companies that promote healthy work-life balance based on initiatives that reduce workers' burnout. Secondly, companies improve workers' satisfaction by embracing appreciation and recognition initiatives. Enterprises achieve this by praising workers, providing awards, and using other strategies to boost workers' morale and ensure that the workers feel valued. Furthermore, companies that provide opportunities for workers to develop their careers as they focus on growing within their roles attain higher positions and advance in their career development. Companies use other strategies to improve workers' satisfaction, including effective communication to foster clarity of expectation, embracing feedback to share and improve the work environment, a positive work environment, and a clear career development path.

Tomaszewska, Kowalczyk, Majchrowicz, Kłos, and Kalita (2024) affirmed that the satisfaction of workers, especially nurses, arises from how they contact the patient and their families, revealing the aspect of belongingness in the professional groups underpinned by Maslow's hierarchy of needs. Besides, nurses value their participation in the treatment process and the gratitude they get from patients and their families, reflecting recognition and respect. Moreover, a sense of fulfilment, a need for professional development, and workplace challenges are part of how nurses explore their self-realization for aspirations. The conditions of the workplace and organization in terms of security lead to dissatisfaction among nurses, especially when they receive poor payments, lack of respect, and absence of recognition. Thus, the research revealed that satisfaction at work is associated with emotions and beliefs that workers have concerning their jobs.

Gazi, Islam, Sobhani and Dhar (2022) explained that worker satisfaction or job satisfaction is critical to protecting entities' interests. Accordingly, job satisfaction makes employees more active and productive, helps them become mentally stable, and helps them remain interested in all they do at work in the long run. The workers consider that they are part of the company, love every aspect of the organization, and treat the company as their companion. However, enterprises that do not value the satisfaction of their workers exhibit a work environment where employees slow down

their tasks, avoid work, and record high turnover and high rates of absenteeism. Therefore, workers' satisfaction is a priority of every premise, and enterprises ensure such in terms of fair pay, promotions, a positive work environment, job security, opportunity to advance a career, and good work-life balance, among other elements.

Díaz-Carrión, Navajas-Romero and Casas-Rosal (2020) further attested that satisfaction of workers is achievable by focusing on various factors that include possibilities of promotion, salaries, secured jobs, and the working environment. Such conducive work conditions are adequate, especially in the institution's context underpinned by laws, rules, directives, legal aspects, unemployment rate, economic factors, and level of income inequalities, among others. Therefore, aspects that organizations explore to ensure improved satisfaction of workers include their earnings as a source of motivation, prospects in terms of the job characteristics contributing to the material continuity of the employee, discretion, and skills in terms of the recommended skills that the employee possess for the work and the autonomy for the employee in the company. Other factors include the social context in terms of the social support that the employee receives from the company and the welfare of the company. Moreover, companies embrace the physical environment to limit any hazards and exposure to risks to improve workers' health.

Similarly, organizations focus on the intensity of work in terms of the demand of work as companies tend to ensure that the work provided to employees has moderate intensity to reduce incidents of suffering from occupational stress (Díaz-Carrión et al., 2020). Besides, quality of time at work is also a source of satisfaction for workers regarding the length of working hours, available shifts, night work, and other aspects such as sick leaves. Conversely, Kumar et al. (2013) explained workers' satisfaction from the perspective of their dissatisfaction with a focus on the dissatisfaction of healthcare professionals. The researcher noted that healthcare workers' dissatisfaction arises from the treatment they get in their respective work environments, including poor conditions of work, low salaries, absence of fringe benefits, job insecurity, political influence, nepotism, and lack of opportunities for their career development.

Factors such as existing organizational culture, communication, and support from supervisors or managers impact the satisfaction of employees in a company. Bellou (2010) explored the impacts of culture in an organization to predict workers'

satisfaction in their respective work areas. The results of the study indicated that a company's culture impacts the satisfaction level among workers. Similarly, Lund (2003) attested in a study by considering types of cultures in a company of a given sector and noted that a company's culture affects the satisfaction of workers by depicting active and lively association of workers as they establish shared meanings of their work environment. Similarly, Testa and Mueller (2003) explored the effects of cultural fit on the satisfaction of workers in a company, focusing on the global perspective of the service industry. The results showed that cultural fit positively impacted workers' satisfaction in a company.

Workers also feel satisfied in an organization where managers practice open and transparent communication and give the workers opportunities to seek advice from their supervisors (Chen & Tjosvold, 2006). Similarly, Carriere and Bourque (2008) examined the impacts of communication on an organization and workers' satisfaction. The findings indicated that organizational communication impacted employees' satisfaction as they received timely and credible information on the tasks and objectives of the company. Similarly, Nikolic et al. (2013) explored the effects of internal communication on the satisfaction of workers in a company. They indicated a positive association between internal communication and the satisfaction of workers in a company. Workers in companies can gain job satisfaction through support from their supervisors. A study by Chen and Chiu (2008) on the support of supervisors and organizational citizenship culture showed that the support accorded to workers by the supervisors increases their satisfaction at work as the employees realize a person-organization fit.

2.3.8 Employee Resourcing Strategies and Job Satisfaction

Mondejar and Asio (2022) conducted a significant study that delved into the link between HRM and workers' satisfaction at a premise. The study, which focused on teachers in private schools in Olongapo town in the Philippines, utilized a modified and adopted technique to collect data, underpinned by a descriptive statistical approach before conducting an inferential analysis. The study's findings, which indicated a high association between HRM practices and job satisfaction, are of utmost importance. The researchers' recommendation for the study results to be pivotal in

developing a teacher retention framework further underscores the significance of this research.

Junior (2018) studied planning practices in human resources and workers' satisfaction at Komfo Anokye Teaching Hospital, Kumasi, Ghana. The study used a descriptive design that entailed data collected from primary and secondary sources based on questionnaires and reviews concerning the reports. The researcher randomly selected 152 respondents for the study process. The study implemented SPSS to analyze data. Accordingly, the results indicated that the hospital deployed HRM practices to get the recommended workers when vacancies arose. Further, most employees were satisfied with how the hospital conducted human resource planning. However, the study did not quantify the influence of human resource planning on job satisfaction.

Aregawi and Vijaya (2023) studied organizational restructuring effects on the satisfaction of workers at the Ministry of Peace, Ethiopia. The research purposed to explore the impacts of restructuring on job satisfaction in Ethiopia, Ministry of Peace. The study sampled 173 participants from the Ministry of Peace participated in the study. A quantitative research approach was employed, and Spearman's rank correlation was used to analyze the collected data. The study showed that organizational restructuring strongly correlated with employee satisfaction in the Ministry of Peace, Ethiopia. Further, the study recommended that further study should focus on other governmental institutions to ascertain the determinants of job satisfaction. This study focuses on Kenyan counties to fill the existing gap in terms of literature on government entities.

Anyu, Umoh and Worlu (2017) conducted a study to test whether human resource planning was related to organizational performance in oil and gas companies in Port Harcourt. The study's main purpose was to ascertain whether human resource planning activities influence organizational performance. The study embraces five oil and gas companies as the unit for the analysis that arrived at using stratified sampling. Seventy respondents were sampled to engage in the study process; the researcher applied the Taro Yamane sampling formula to get the sample size. This study focused on public sector organizations to add literature on employee resourcing strategies and job satisfaction.

Pam (2014) investigated the role of demand forecasting in determining the requirements of employees by public companies domiciled in Nigeria. The core objective of the study was to find the potency of demand forecasting in determining employee requirements. The study adopted a survey method. A sample size of 349 respondents was used in the study, drawing five organizations in the public sector from the following strata: top managers, middle managers, and lower managers. Data collection was done using questionnaires, and the data gathered was analyzed using descriptive and inferential statistics. The findings from the study indicated that public organizations in Nigeria employ forecasting strategies to estimate employee requirements. Besides, it was found that the forecasting strategies did not guarantee accurate determination of employee requirements in public organizations. However, the study was based in Nigeria, which contextually differed from Kenya.

Muchlisa, Hendarso and Nadjib (2023) investigated the effect of organizational restructuring on job satisfaction in Selayar Regency. The study analyzed the organizational restructuring effect on job satisfaction as a mediating variable at the Selayar Islands Regency Public Works and Spatial Planning Service. The study used 170 participants to engage in data collection. Study hypotheses were tested using SEM PLS version 3.0. The study results showed an indirect relationship between organizational restructuring and job satisfaction. In essence, job satisfaction had to be a key consideration when restructuring.

Adebayo (2019) studied organizational support and commitment to employees' job satisfaction at the Forestry Research Institute of Nigeria. The study intended to ascertain whether organizational support initiatives affected the levels of job satisfaction. The researcher used structured questionnaires to collect primary data on the study variables. The study used a two-stage sampling process to identify 260 respondents to respond to study questionnaires. Furthermore, descriptive and inferential statistics were used to analyze the collected data. The study findings revealed that organizational support and commitment significantly increased job satisfaction. The study recommended that similar studies should be conducted in other government entities to decipher the link between organizational support and retention.

Griffins (2016) conducted a study to ascertain factors affecting HRP in Ugandan telecommunications companies. The study aimed to ascertain the education system's

influence on human resource planning. The study adopted a descriptive research design and focused on two major Telecommunication firms in Uganda. Sixty-eight managers were sampled to participate in the study. The analysis entailed the use of descriptive and inferential statistics. The study findings indicated that the educational system needed to provide suitable candidates with up-to-date skills to work in telecommunication companies. The study further recommended that companies commit themselves to training new staff by engaging in HRP because of rapid changes in the industry. However, the sample size was limited and could not give a holistic perspective on factors affecting HRP.

Minghua (2022) noted that the human resource department strives to enhance workers' satisfaction by ensuring a diverse environment, especially the shared organizational aspects regarding how devoted an enterprise is to diversity-focused management practices such as coaching on diversity, mentoring, and hiring practices. Besides, the companies foster diverse leadership that appreciates and values demographic groups. Accordingly, more than affirmative action is required to ensure the growth of a diverse workforce, leading to companies offering support initiatives and resources to absorb workers with different backgrounds to increase competitiveness and efficiency. Potential workers explore the attributes of companies, especially their diverse recruitment strategies, diverse training approaches that reduce disputes, and whether the organization fosters competitiveness in the diverse workforce. Similarly, workers remain satisfied when they perceive that a company allows them to express their ideas, does not allow stereotyped behaviours, and practices diversity-oriented leadership. This translates to a perception that companies foster a diverse environment as the workers believe that such companies offer mentorship, training, and leadership training opportunities.

Separately, human resource managers encourage workers' satisfaction by applying strategies such as selection, performance review, and offering fair remuneration. Managers embrace the diversity factor to manage a heterogeneous workforce as they explore and deal with inequality in the recruitment process, incentives, performance appraisal, and training programs (Kabongo, Chang & Li 2011). The managers embrace different human resource management toolkits that offer required

information and identify workers' abilities and talents, leading to the successful completion of activities that boost their morale and satisfaction (Bhatti et al., 2019).

Macharia and Omondi (2016) focused on determining the association between HR practices and workers' satisfaction at Kenyatta University. The study explored variables such as training, communication, and recruitment of workers, revealing how they impact workers' satisfaction. The study indicated that training workers was a human resource management duty to ensure that the workers on the premises have the required skills and experience acquired through training programs. In such cases, they improve their professional expertise. The various development activities improve employees' skills to be company assets. Training improves workers' skills, leading to their satisfaction as they feel valued and motivated and remain loyal to the organization.

Moreover, the workers feel satisfied and appreciated when they observe HRM departments' progress in acknowledging their contribution through availing training programs (Macharia & Omondi, 2016). Accordingly, the development of workers in terms of their careers brings continuity and reduces the skill gap among workers, which enhances their satisfaction. The study indicated that human resource managers at Kenyatta University embraced different strategies such as on-the-job training, mentoring, and coaching approaches after conducting performance appraisals to identify training needs among workers to improve their knowledge and skills. Moreover, the institution has a well-organized mentoring program for workers to enhance their satisfaction as they gain the skills, they need to complete their tasks.

Communication is another function of the HRM department that impacts workers' satisfaction in a company. Communication assists in establishing and maintaining the association between workers themselves and workers managers (Macharia & Omondi, 2016). Communication promotes buy-in for the company's goals, and workers need to understand all activities in the company as downward communication assists in the coordination of activities, leading to the engagement of workers, getting feedback, and informing management of the progress of activities. Moreover, workers engage in horizontal communication processes, which leads to their emotional expression, control, motivation, and satisfaction of workers. Therefore, communication in a company stimulates and motivates workers, leading to their motivation and

commitment towards the company's goal. The study noted that the workers at Kenyatta University showed improved satisfaction because of how they shared information through communication in the institution. This was achieved due to the level of the integrated human resource system and the structures of how workers receive information on the premises. The institution embraced an open-door policy on worker satisfaction, leading to elevated satisfaction.

Separately, Curado et al. (2022) noted the role of communication in enhancing workers' satisfaction in a company. Accordingly, communication enables workers to share information, establish relationships, and absorb the culture and values of the company, which builds mutual benefits for workers. The communication processes that entail openness and social relationships positively lead to a sense and feeling of satisfaction in workers. Similarly, communication with the company via a network of interdependent associations that entail workers' attitudes, behaviour, skills, and feelings is essential. In such cases, the worker-organization association becomes more robust when open and efficient communication increases satisfaction. Besides, open communication with leaders in a company enables workers to feel more involved and experience improved satisfaction. As such, leaders show compassion, sympathy, and sincerity regarding workers' concerns, leading to satisfaction. In the same aspect of communication, workers value open communication with peers in a company, which is achievable when the human resource department provides such environments. Workers sharing ideas in such a conducive setting fosters cooperation and builds trust between team members. The workers appreciate respectful, open, and consistent communication with peers, which promotes greater satisfaction as they share similar opinions, challenges, and feelings regarding tasks.

Wekesa and Kitainge (2020) studied human resource planning aspects and academic performance of newly upgraded national schools domiciled in western Kenya counties. The study evaluated how human resource availability and provision affected the upgraded national school's performance in Western Kenya. The researcher adopted mixed research in the study, whereby it sampled 263 teachers and eight principals in national schools that were upgraded in the region and were targeted. The study sampled 156 respondents who were picked purposively from a sample frame of school principals and heads of departments. In data collection, the following methods were

used- observations, interviews, and questionnaires. Qualitative and quantitative measures were used to analyze the collected data. The findings showed that the available human resource supply needed to meet the demand for the schools significantly affected their academic performance. Unlike this study, which focused on two human resource availability and provision, this study focused on core human HRP strategies. Besides, it focused on county governments in the LREB.

Muma, Nzulwa, Ombui and Odhiambo (2018) researched the planning strategies for human resources that influence how companies retain workers in Kenyan higher institutions for learning, such as universities. The study adopted a mixed research strategy. Besides, the positivist and interpretivist research philosophies were employed. Seventy accredited universities formed the study sample frame. The study sample population was 384 respondents. A questionnaire was used in data collection, and SPSS was used to analyze the data. The results indicated that planning practices under HRM influence employee retention rates in universities. Further, the findings indicated that public universities' human resource planning strategies needed to be revised.

Azmy (2018) investigated how recruitment strategies fulfil human resource needs. The study employed the descriptive qualitative method- in five phases. The phases were: analysis of theory studies on the research topic, analysis of research results on the effect of recruitment strategy on company business, assessment of the implication of recruitment strategy, comparison of reality versus results of research, and synthesis of the results to find out whether recruitment strategies fulfil human needs. The study findings indicated that when recruitment strategies are applied efficiently and effectively, they fulfil human resource needs for organizations and result in job satisfaction.

Vispute (2013) studied the relationship between recruitment strategies and employee retention in banks and insurance companies in India. The study aimed to ascertain the relationship between recruitment strategy elements and retention of employees in the insurance and banking industry in India. Descriptive research was adopted for the study. The study used a survey with questionnaires to collect data from 591 participants in the local and international banks and insurance companies in India. As per the study results, recruitment strategy elements had a strong and significant

relationship with employee satisfaction, increasing organizational retention. Besides, the relationship between recruitment strategy elements and intention to leave the organizations was insignificant due to satisfaction.

Agoi et al. (2018) indicated that workers value transparent selection and recruitment processes, especially the interview processes. Accordingly, the potential workers are keen on whether the company provided complete information on the required qualifications to perform a given task and thoroughly checked the required items during the interview. Besides, the workers are keen to note whether suitable candidates fill the vacant positions based on their skills, experience, and qualifications with no irregularities in the selection process. However, this study found out that the sugar companies in Kenya do focus on the above factors, as revealed in the results., indication of no satisfaction of workers as the results of recruitment and selection negatively correlated with satisfaction of workers. This happened because the premises had many irregularities in the selection and recruitment processes, and there needed to be a proper appraisal system.

Kemboi and Moronge (2016) affirmed that the satisfaction of police officers in Kenya is shallow, as reflected by their performance in detecting and preventing crime, which has led to Kenyans bribing the officers for their constitutional rights. The study, therefore, aimed to explore the factors that determine the satisfaction of the public security staff based on 100 participants selected randomly from Nairobi County. The data gathered using questionnaires indicated that leadership positively impacted the satisfaction of security officers. Other factors that improved satisfaction include reduced ambiguity of roles, levels of work, and rewards to officers.

Hossain et al. (2015) indicated that companies with strong worker teams exhibit low turnover of employees as the workers have more desire to work in the organization. This is evidence of a high level of satisfaction among the workers because they remain committed to their respective tasks. Accordingly, the study pointed to the impacts of recruitment and selection processes on the satisfaction of workers based on their turnover. The study indicated that managers should inform potential workers about the location of the work premises during the recruitment process, which helps reduce turnover and improves their satisfaction. The desired workplace location for employees during the recruitment process increases workers' satisfaction in remaining

engaged in the same premise. Similarly, managers should inform workers of the payment, especially salaries, because it is one of the main drivers of their satisfaction at work. Fair salaries reduce employee turnover, which indicates commitment. Companies should clarify their salary policies and the duration they take to increase salaries during selection and recruitment. On the same note, companies should clarify the training modalities and analyze the costs incurred in the training process before clarifying such to workers. The arrangement of training programs and engaging workers in the training process to improve their skills translate to improved satisfaction of workers.

Alrhaimi and Alhumshry (2015) studied internal recruitment's impact on job satisfaction in Mobile enterprises in Jordan. The study intended to determine the significant sources for recruiting workers at mobile premises in the country and how such impacts workers' satisfaction at their respective places of work. To collect data, a sample of 300 workers was obtained from three mobile enterprises, Zain, Orange, and Umniah. Structured questionnaires were used in data collection. The data collected was analyzed using regression and t-tests. The study results indicated that internal recruitment sources positively impacted job satisfaction in the Jordan Mobile Companies. Nevertheless, the study was limited to mobile telecommunication companies in India and cannot be generalized to county governments in Kenya.

Kabeja (2016) investigated whether the process of recruiting workers influenced their retention in secondary schools under the private sector in Uganda. The study examined the association between sourcing from external enterprises and internal sourcing, including headhunting and worker retention in such schools within the Nakawa area. The researcher used quantitative and qualitative methods to apply a survey approach based on the cross-sectional design. This study selected 122 participants, and questionnaires and interviews were scheduled to collect data. Moreover, the researcher used descriptive statistics to analyze data coupled with inferential statistics. The findings indicated that sourcing internal and external approaches, especially headhunting, positively influenced the retention of teachers, which was underpinned by their satisfaction. Nevertheless, the study is limited to public and private schools in Uganda.

Strohmeier and Kabst (2019) examined the factors influencing the adoption of cross-national E-recruitment in 2,336 organizations domiciled in 23 European countries. The study findings indicate that most organizations in Europe have embraced technology in recruitment. However, the extent of adoption of the E-recruitment system was influenced by the organizational size, financial capability, the kind of business conducted by the organization, and the extent to which HRM activities had been configured. The study recommended that HR professionals' input was core in designing the E-recruitment systems to increase the objectivity of recruitment processes. Nevertheless, the study was done in developed nations that employ sophisticated methods of recruitment that cannot be generalized for developing countries. Thus, this study brought forth the perspective of developing countries.

Anwar and Shukur (2015) studied the impacts of recruitment on employee satisfaction at work. The study occurred at Ihsan Dogramci Bilkent Erbil College, where the researcher distributed 149 questionnaires to the participants and gathered them for data analysis. The study embraced a quantitative approach to analysis, focusing on an analysis process to test the research hypothesis. The recruitment process highly predicted job satisfaction. Thus, it directly impacts the job satisfaction of workers. Secondly, the results also indicated that the selection process highly predicted workers' job satisfaction, which translated to a direct positive impact on their satisfaction at work.

Karemu, Kahara, and Josee (2014) analyzed the effects of employee recruitment strategies on retaining workers at Equity Bank in Kenya. The study's main purpose was to analyze the extent of the recruitment process and how it impacts the retention of workers at the bank. The study used a descriptive survey design. The population for this study entailed managers from the head departments in head offices and the managers heading the different branches (branch manager, operations manager, credit manager, customer service manager, agent manager, and relationship manager) who had been recruited or promoted within two years. The study collected primary and secondary data using questionnaires and available reports, respectively. The data collected was analyzed using descriptive and inferential statistics. The findings from the study showed that recruitment strategies positively and significantly influenced

employee retention (a factor determined by workers' satisfaction) at Equity Bank in Kenya.

Nguti and Mose (2021) studied the significance of e-recruitment and selection functions on organizational performance in the Higher Loans Education Board (HELB), Kenya. The focus is on ascertaining the part E-hrm played in enhancing organizational commitment and satisfaction at HELB and beyond. The researchers used descriptive research with a questionnaire to gather relevant participant information. Besides, the researcher applied inferential and descriptive statistics to analyze the data. The study findings indicated that E-recruitment significantly affected organizational outcomes. Further, the study recommended that HELB optimize e-recruitment to increase the perception of fairness and transparency in recruitment and enhance satisfaction.

Koech et al. (2020) studied the effects of recruitment and selection on workers' job satisfaction in the security department of public secondary schools in Baringo County, Kenya. The study's main objective was to ascertain how HRM activities or practices impact the level of satisfaction of security workers in the institutions. Accordingly, this study embraced 508 respondents (security officers) and 169 secondary principals from public schools in Baringo. In sampling, 224 security personnel were sampled and arrived at using Slovin's formula; for the principals, 10% of the target population was selected randomly to engage in the study. The researcher used questionnaires and interview guides to collect data. Data was analyzed using descriptive and inferential statistics. The study findings indicated that recruitment and selection practices positively and significantly influenced job satisfaction. The limitations arising from the study include bias due to the reliance of the study on the respondents, especially the security personnel and the principals from the public schools in Baringo County, leading to sampling bias. This happened due to the underrepresentation, which may translate to results that do not represent the population of both principals and security personnel in the county. The study focused on self-reported data from the questionnaires and interviews, which are prone to response bias where the respondents may have provided inaccurate information.

On selection strategies, Hoff, Song, Wee, Jonathan, Phan and Rounds (2020) conducted a comprehensive review and meta-analysis of interest fit and worker

satisfaction. This extensive study, spanning 65 years and 105 articles, revealed a significant positive correlation between interest fit and job satisfaction. The findings underscore the importance of interest fit, which is best determined during the selection process through realistic job previews, in enhancing job satisfaction. However, it's important to note that the study's reliance on articles and secondary information published between 1949 and 2016, and its narrow focus on vocational interests and satisfaction at work, may limit the generalizability of its findings. Additionally, the subjective aspects of the meta-analysis coding process could introduce biases, which should be considered when interpreting the results.

Davi and Yakubu (2016) sought to assess the selection of workers' effects on the job satisfaction of workers at the College of Administrative and Business Studies (CABS) and the College of Education Azare, Bauchi Estate, Nigeria. The study targeted staff from the CABS who were 720 and 166, respectively. A sample of 216 and 71 respondents was drawn from the CABS and the College of Education, respectively. A questionnaire was used to collect data, and descriptive and inferential statistics were employed to analyze the data collected. The study findings showed that personnel selection did not significantly affect job satisfaction in both colleges. The study was limited to an academic institution that cannot be generalized to the public sector.

Bhoganadam and Rao (2014) sought to establish the processes to recruit and select workers that Sai Global Yamtex Private companies use to source staff when vacancies arise. The research employed a descriptive research design. In the study, the researcher used both primary and secondary data sources to obtain information using questions and document reviews, respectively. A sample size of 40 respondents working in the organization was randomly picked to respond to the questionnaires. The findings indicated that Global Yamtex Private Limited applied the best recruitment and selection practices. Ethics was a key consideration in recruitment and selection, and it was fair to all prospective employees. Nevertheless, the study only focused on the recruitment and selection process and did not give adequate information on recruitment strategies and job satisfaction. The study by Bhoganadam and Rao (2014) had limitations that included the presence of sampling bias due to the convenience sampling technique, which would limit the generalization of the findings. Secondly, the study embraced a sample size of 40 participants, which was inadequate in

representing the experiences and perspectives of the respondents. Moreover, the researcher recognized the challenge in the data collection process because of the time constraints and the workers' busy schedules. This impacted the completeness and reliability of the study as only limited workers had the opportunity to engage in the study process. Furthermore, the researcher acknowledged that the data is not based on the sample but on the population. The limitation revealed a need to interpret the findings under cautious conditions and acknowledge the study's limitations in making substantive conclusions. The study had limited scope because it focused on the selection and recruitment approaches while failing to acknowledge other human resource practices that foster employee resourcing to impact job satisfaction.

Gopinath and NS (2014) asserted that recruitment and selection are important in a company as they help attract potential employees timely, in required numbers, and in recommended qualifications. In such cases, companies use the two strategies to identify and attract potential workers within the enterprise or outside the company to commence the evaluation process to identify future workers. The selection process commences when the company identifies suitable candidates by making decisions on who is to be included or not included in the company. This process varies from enterprises, jobs, and nations. Enterprises use screening processes and resume, reviewing of work, and testing, while others use interviews, backgrounds, referees, and backgrounds of the potential workers before selecting them for the companies. Appropriate techniques are important to identify suitable candidates, leading to proper staffing. In such cases, the selection process can impact the lives of the potential workers and their succeeding commitment to the work. Therefore, companies commit resources and time to ensure they perform the best selection process to avoid low work motivation, low job satisfaction, and increased turnover. Hence, the selection process impacts workers' satisfaction as companies identify the best workers with the required skills and knowledge and conform to the entity's culture, leading to their satisfaction.

Bilal and Bashir (2016) studied the effects of realistic job previews on employees' expectations and job satisfaction. The study intended to determine whether realistic job previews were related to employee job satisfaction in the organizations. The researcher used a survey and collected data by administering the questionnaire. The analysis of data followed inferential and descriptive strategies. The study outcome

indicated that realistic job previews (RJP) during recruitment positively and significantly influenced job satisfaction. However, the study showed limitations, including a limited study scope as it focused on Pakistan's banking and telecom sectors. This revealed a narrow focus that limits the generalizability of the findings to other sectors and contexts where RJP can have different impacts. Secondly, the study did not compare companies that embraced RJP against enterprises that lacked RJP. Thus, it could not offer more information on the impacts of RJP on job satisfaction.

Adewale (2019) sought to find the effect of recruitment and selection practices on employee retention in microfinance banks in Lagos State, Nigeria. The researcher analyzed data using descriptive and inferential statistics. The study results indicated that practices in selecting workers influenced retention due to the satisfaction of workers in Microfinance banks in Lagos, Nigeria.

Goma et al. (2014) evaluated the recruitment and retention strategies for employees in healthcare premises in rural Zambia. The study aimed to ascertain the efficacy of the strategies in promoting employee retention using a cross-section study process. The study collected quantitative and qualitative data from healthcare workers. Quantitative data was collected using questionnaires, and qualitative data was collected using interviews supplemented by administrative reports. Thematic analysis was used to analyze qualitative data, and descriptive and inferential statistics were used to analyze quantitative data. The study found that most healthcare facilities had embraced recruitment and selection strategies to acquire human resources that were key drivers in ensuring the retention of workers and promoting better health outcomes. Moreover, the findings indicated that selection strategies influenced employees' job fit, satisfaction, and intention to leave the organizations. However, the scope of the study was on employee resourcing strategies and retention in Zambia and cannot be generalized for the Kenyan context. This study explored the Kenyan perspective of employee resourcing strategies and job satisfaction.

Otido (2019) studied the link between realist job preview and job satisfaction in civil society organizations in Nairobi, Kenya. The study employed a descriptive research design to target employees working in 43 civil society organizations in Nairobi. In the collection, a questionnaire was deployed to get information on study variables. The data collected was analyzed using descriptive and inferential statistics. Tables were

used to present the data after the analysis. This study examined realistic job influence on job satisfaction in County Governments in Kenya to bring the public sector into context. The study findings indicated that realistic job preview correlated negatively with job satisfaction. Job rewards, promotions, and learning and development positively correlate with job satisfaction. The findings were limited to civil society organizations, and further studies were recommended to focus on other sectors to make the findings comprehensive. The study acknowledged the hesitance of respondents to engage in the study process due to confidentiality issues. Besides, the study focused only on civil society enterprises, limiting the findings from resonating with information from other sectors.

Nyangaresi, Njeru, Mutavi, and Waithaka (2015) examined the recruitment and selection process in the Nairobi City County government. The study aimed at assessing the recruitment and selection process in the county. The study employed a descriptive research design and simple random sampling to get the sample population of respondents to participate in the study. A sample of 50 employees was drawn from all departments in the county. A questionnaire was used to collect primary data. The study findings indicated that the city suffered from political interference in selecting people to work in the county government. Further, the study indicated that appointment to positions did follow merit but political alignments. The prevailing situation demoralized employees; hence, their morale and output declined. The study was limited to the recruitment and selection process and not the selection strategy that is the focus of this study.

On talent management strategies, Alparslan and Saner (2020) investigated sustainable talent management's influence on employee job satisfaction and organizational commitment. The study sampled 575 participants were sampled from the manufacturing industries in Turkey. The study's findings showed that talent management significantly influenced employee job satisfaction. Nevertheless, the study was limited to manufacturing firms whose intention is to make a profit. Secondly, the study noted that elements from other studies should be adapted, such as job satisfaction, management of talents, and commitment to the organization. However, it failed to explain the validation it used to adapt the items. The missing information on how the elements were included in the given contexts of the researcher

made the validity and reliability uncertain. Further, the study selected 601 samples from 32 companies in four industries. However, it did not explain the sampling process, such as stratified and random sampling, or the significance of selecting the identified companies. Accordingly, a failure to account for the clarity regarding methodology and the sample representative of the population hindered the generalization of the findings to a broader population.

Pomaranik and Kludacz-Alessandri (2023) conducted a study that focused on managing workers' talents and how it affects employee satisfaction at work. The study used questionnaires among 747 healthcare professionals, with 506 being noted as having medical talent. The researcher used a Likert scale to determine the level of satisfaction of the workers based on how the premises manage talents. The satisfaction of the respondents depended on the talent management approaches that fostered their motivation and developed their skills, appraisal, and the positive culture at the organization.

Singh and Sharma (2015) explored the talent management strategies in select companies in the United Arab Emirates (UAE). The study's core purpose was to find the strategies organizations employed to deter turnover in the UAE. The qualitative study sampled 256 respondents working in private organizations in the UAE. In data collection, questionnaires were deployed to collect data from the respondents. The research findings showed that organizations in the UAE employed two categories of talent management tactics: long-term and short-term. Short-term strategies resulted in an optimal benefit to the organization. In contrast, long-term strategies promoted individuals' career growth, sustained better performance by organizations, and increased the commitment of employees. The study assessed how talent management strategies influenced employee retention and did not delve into job satisfaction, leaving gaps for further study. However, the research focused on 255 participants from private in the lower-middle management while excluding the upper management and other sectors brought biases in sampling, which limited the generalization of the findings. Secondly, the study had a low diversity of the participants with a focus on gender, whereby the male respondents accounted for 53 per cent and female respondents accounted for 47 per cent. Nevertheless, the study needed to explore elements such as age, cultural background, and level of education to bring more

diversity to the demographics of the respondents. The study also needed to explore more information on the reliability and validity processes for the questionnaires to ensure its effectiveness in exploring the accuracy of measuring talent management. Further, the study did not provide a theoretical framework to guide its process and relate it to variables such as talent management to assist in comprehending the results. The present study assessed the effects of talent management strategies on job satisfaction to fill the existing gap.

Absar, Azim, Balasundaram and Akhter (2010) explained training strategies in a company. The study focused on examining the impacts of training as part of human resource practice, especially as a talent management approach, on workers' satisfaction at the Bangladesh premises. The study used 60 participants from 20 companies. The results from the study showed that HRM practices such as training are significantly linked with workers' satisfaction in their respective job environments. Similarly, practices such as planning for the training and development of workers also increase their satisfaction. The study indicated that companies that plan performance appraisal as part of their activities in human resource planning translate to better compensation, training, promotion, and pay raises, which relate to workers' satisfaction on such premises. This is only achievable when the company conducts selection and recruitment to find the best workers who fit their respective jobs with recommended skills or train them to gain more knowledge on the recommended skills.

Cappelli and Keller (2014) explained how companies use talent management approaches to improve workers' satisfaction in their respective job environments. First, companies use inclusive strategies whereby the entity takes all workers as possessing the recommended and required strengths that can add value for the company. This leads to equal treatment of all workers, focusing on health benefits, retirement benefits, and policies that ensure they work in safer environments. Companies in the previous decades focused more on external sourcing of workers to fill executive roles as companies acquired smaller enterprises and their founders. This approach was significant because most managers should have focused more on workers' performance in the equivalent job. This led to demoralization and dissatisfaction of workers within the enterprises who had the required skills but needed

advancement in promotion. Nevertheless, contemporary companies focus on internal promotions of the top performers to get supervisory roles. However, other workers noted that supervisory roles had limited differences from the worker jobs. Instead, the workers who moved from frontline supervisors to middle managers became motivated as they perceived it as a success. Companies later began assessing performance with a focus on judgment based on performance and level within each area using performance appraisals. This also brought concerns underpinned by inequality aversion from the realm of centrality and leniency biases, which suppressed the variation in the evaluation of performance and made managers fail to reward top performers with promotion. This concept led to dissatisfaction with top talents. Workers perceived that such strategies provided compressed scores and stifled the approaches in identifying strategic jobs where an individual's exemplary performance impacts the organization's improvement.

Cappelli and Keller (2014) assert that companies assess their potential by finding workers with the capacities and skills to fill strategic jobs in the future and succeed at the jobs they were yet to perform. The companies, therefore, began to use HiPo programs to identify workers best suited for success in significant roles by leveraging limited budgets and focusing on the HiPo potential workers. Nevertheless, the prediction of future performers seemed challenging using the strategy. Cappelli and Keller (2014) further indicated that enterprises began using proactive job design in talent management to improve workers' satisfaction as it enhanced the retention of top talents. This approach ensured that workers get equal opportunities to modify their roles, jobs, terms of employment, and tasks to make them feel that such aspects are desirable. Proactive approaches to designing jobs entail crafting, adjusting roles, and idiosyncratic deals. Besides, the proactive modification of jobs to turnover was reasonable. It allowed employees to determine or shape their jobs based on their role identity, experiences in the past, professional goals, motivation, and personal goals, which positively impacted their satisfaction. The companies that focused on proactive approaches realized that their employees constantly increased their competencies instead of shipping the jobs around the existing competencies. This led to a new approach to developing talents as such strategies led to the development of opportunities for promoting proactive strategies, leading to the satisfaction of workers.

Barkhuizen and Gumede (2021) investigated the association between talent management, job satisfaction, and voluntary turnover intentions by employees in selected South African government institutions. This study adopted a quantitative research design. The study targeted all employees at the head office of the selected government institutions. A sample of 108 respondents were selected to participate in the study. The researcher used two questionnaires: a job satisfaction questionnaire and a voluntary turnover intention questionnaire. The study findings revealed that half of the respondents expressed dissatisfaction with their jobs, whereas 68% considered leaving. The study concluded that talent management practices significantly influence job satisfaction and voluntary turnover intentions. However, the researcher applied a cross-sectional study, which limited the decision on the cause-and-effect inferential statistics over a period. Such studies required longitudinal design to reveal more predictions of the turnover of workers in a given context. Besides, a focus on mixed methodology would be imperative based on semi-structured interviews and questions. This study was done in the South African context and may not represent the prevailing situation in Kenya's Lake Region Economic Bloc.

Hafez, Abuoe, Neel, and Elsaid (2017) examined the effect of talent management on job satisfaction and retention of employees at Ain Shams University in Egypt. A sample of 105 administrators who work in the university were selected randomly to participate in the study. Data was collected by a questionnaire and analyzed using descriptive and inferential statistics. The study's findings indicated that talent management components- motivation, job enrichment, and training and development- significantly affected employee satisfaction and retention. The study noted a random selection of 105 workers from 300 workers, but it needed to expound on the random process. Accordingly, providing details concerning the sampling technique, including the randomization and exclusion criteria process, offered more rigour in the methodology. Similarly, the study needed to clarify the process to ensure validity through pilot testing or psychometric evaluation to strengthen the reliability of the research instrument. The study recommended that further studies be conducted in other sectors and countries because of variations in industry and cultural contexts. The study focused on talent management and job satisfaction in Kenya to contribute to the existing literature.

Ngamsa and Mall (2023) examined the relationship between training and development and job satisfaction in Nigeria. A sample of 384 respondents was selected to participate in the study. Data was collected using a closed-ended questionnaire distributed through research assistants. SPSS was used to analyze the data collected using regression analysis. The study findings indicated that training and development significantly affected job satisfaction and retention of academic staff.

Ramadan, Abo-Taleb, Abdel-Aty, and Amer (2021) sought to ascertain the effects of talent management (TM) practices on the satisfaction of employees in Egyptian hotels. The study used questionnaires to collect data on study variables. Three hundred ninety questionnaires were distributed to the selected hotels in Cairo, Egypt. The collected data was analyzed using Statistical Analysis SPSS version 23. The study proved that talent management practices positively and significantly influenced the job satisfaction of hotel employees. Regardless, the study focused on routine talent management practices, not purposive and forward-looking strategies. Besides, Maina and Kinyua (2019) used SPSS to analyze data to ascertain the relationships between the study variables and the Chi-square test to test the hypothesis based on the significance level. Research findings showed that career management aided employers in identifying talented employees and formulating tailored programs for the progression of staff. Besides, it showed that neglecting recognition of better performance from staff leads to dissatisfaction, hence, increased turnover because commitment levels will decline.

Wanjiru (2020) sought to ascertain how talent management influenced staff retention at Jomo Kenyatta International Airport. A correlational research approach was used in the study. A sample of 315 respondents were selected randomly to participate in the study. A questionnaire was used to collect data from the respondents, and SPSS was used to analyze the collected data using descriptive and inferential statistics. The study results indicated that talent progression positively and significantly correlated with retention and talent growth. Notwithstanding, the study did not test the relationship between talent management strategies and job satisfaction, which the current study investigated.

Salama (2014) investigated the relationship between succession planning practices and employee retention in large media houses in Kenya. A descriptive survey design

was used in the study. A self-administered semi-structured questionnaire was used to collect primary data. The study targeted 3,000 permanent employees working in media houses. A sample of 300 respondents was selected to participate in the study. The data collected for the study was analyzed using descriptive statistics and variance analysis. The study findings revealed that succession planning practices positively and significantly related to job retention because they increased employee satisfaction.

Yeswa and Ombui (2019) studied the influence of talent management strategy on employee retention in the Kenyan hotel industry. The study targeted 183 employees with a rating of 1-5 stars. The sample frame was all human resource managers in the hotels. A sample frame of 96 hotels was purposively sampled to participate in the study, which was arrived at using the Fishers formula (1998). The study findings showed that career development significantly influenced employee retention in Kenyan hotels. Contextually, the research was undertaken in hotels and cannot be representative of county governments. This study explored the perspective of the influence of talent management strategies and job satisfaction in LREB County Governments to fill the existing gap.

On public service culture, Goranak, Edelheim, and Brumen (2019) conducted a comprehensive study on the influence of organizational values on job satisfaction. The findings of this study, which focused on 9,117 employees in Slovenia's travel and leisure industry, revealed a significant positive correlation between organizational values and job satisfaction. This research, although limited to the private sector, provides a valuable foundation for our current study, which aims to extend these insights to the public sector.

Zhang (2023) acknowledged that public sectors experience a volatile environment with a concern of dissatisfied workers, prompting them to improve their morale and satisfaction in realizing their objectives. Accordingly, maintaining or and improving the level of satisfaction of workers in the public service is crucial, and such requires the implementation of attractive policies, committing to the interest of the public, and arriving at a consensus on the positive impacts of public service motivation, focusing on the behaviours and attitudes of workers. The study examined the psychological techniques and the boundary conditions of the association between public service motivation and workers' satisfaction by integrating workload, PMS, satisfaction at

work, and marital statuses. The findings indicated that public service motivation had a positive association with workers' satisfaction as it fostered a reduction of workload or role overload.

Putra, Ma'ruf, Yunus, Harmen, and Amin (2023) reviewed the factors determining workers' global satisfaction in the public sector underpinned by the protocol set by Lee and Cummings. The analysis approaches focused on articles that examined the determinants of satisfaction of employees and concluded that factors such as prosocial attitudes, style of leadership, commitment in the organization, justice in the organization, empowering workers, ensuring emotional intelligence, and communication increase satisfaction of workers in the public sector (Putra et al., 2023). However, the toxic leadership style and stress that workers get associated with their jobs reduced their satisfaction. However, the study focused on a review of articles underpinned by a qualitative approach and a non-randomized selection of articles for inclusion, translating to subjective biases. Besides, the approach led to a limited sample size, providing findings that needed to be revised for generalization.

Dillon, Klier, McConnell and Vandamme (2024) explained how the public sector enhances workers' satisfaction, especially by improving the strategies that enhance the development and experience of workers. Accordingly, the public sector uses employee value proposition, which outlines why workers go to work every day. Modern public sector workers aspire to employers offering more than monetary compensation, including purposeful jobs, flexibility, and opportunities for workers to enhance their careers (Dillon et al., 2024). In such cases, stronger EVPs integrate the performance measures that foster value-based approaches and a flexible work environment that assists in attracting top talent to a company and continuing to engage the existing workforce. Besides, organizations in the public sector ensure stronger EVPs by providing benefits, competitive salaries, and career opportunities for workers and stressing the impact of the work of employees on the community (Dillon et al., 2024). These strategies, along with clear communication, transparent decision-making processes, and opportunities for professional growth, can significantly improve job satisfaction in the public sector.

Separately, organizations in the public sector focus on strategic planning for the workforce by predicting and handling the needs of the future workforce. The process

entails identifying important roles, assessing required skills in the future, and establishing training and recruitment approaches (Dillon et al., 2024). This proactive strategy enables entities in the public sector to link their workers with the strategic objectives and ensure resilience and readiness in case of change. In such cases, the managers in the public sector plan on their workforce by exploring important roles that are significant to the strategic goals, analyzing the required skills and competencies for the roles, and establishing the training approaches to address any existing skill gap (Dillon et al., 2024). Similarly, companies improve workers' satisfaction by investing in leadership pipelines to train, coach, and continuously equip workers to supply leaders with the recommended competencies for any challenge. Moreover, the public sector explores various career pathways for workers underpinned by the transforming job market. This drives the demand for career pathways that shift from the conventional ladder towards the climbing wall concept, where the trajectory is no longer upward. The demand for different experiences and skills determines this. Accordingly, career pathways offer flexibility to workers to move in various directions regarding specialist roles, department shifts, and career opportunities to learn new skills (Dillon et al., 2024). Thus, the companies in the public sector that value workers' satisfaction value their career experiences, leading to their establishment of flexible policies and programs for developing and enhancing diverse skills. The public sector also ensures improved satisfaction of workers by ensuring inclusion, diversity, and access as the organizations explore the communities where they operate, leading to improved public trust and improved services to the community.

Gray and Saros (2016) examined the perceptions of organizational culture on job satisfaction in SMEs. The study results revealed that rewards and a paternalistic leadership style strongly influenced job satisfaction. Omega (2012) conducted a study to ascertain the perceived relationship between the organizational cultural dimension and job satisfaction at Kenya Commercial Bank. The study findings indicated that transparency and open communication contributed to employee job satisfaction. The study cannot be generalized to public sector organizations because it focuses on SMEs. Thus, this study embraced public organizations to fill the existing gap.

Mutegi, Nzioki, and Kingoriah (2021) assessed the effect of organizational culture on service delivery at Huduma centres. The study used a mixed-methods approach,

combining qualitative interviews with 52 Huduma branch managers and quantitative surveys with 1456 supervisors and 1456 customers who went for Huduma services in all 52 Huduma branch centres. The study used primary data based on the survey and secondary data from the records obtained at the Huduma centres. The researcher analyzed data using inferential and descriptive statistics. The study findings indicated a significant but low-line relationship between organizational culture and job satisfaction. However, the study was limited to organizational culture and service delivery and did not access job satisfaction, which is the focus of this study. This study aims to fill this gap by examining the relationship between organizational culture and job satisfaction in the public sector.

On job satisfaction, Saleem, Majeed, Aziz and Usman (2013) assessed job satisfaction determinants for banking employees in Bahawalpur's banking industry. The study findings indicated that recruitment and selection criteria and organizational policy greatly impacted job satisfaction. Paşaoğlu and Tonus (2017) conducted a study to establish an association between human resource management practice and workers' satisfaction in five private hospitals in Eskişehir Province, Turkey. The study findings affirmed that selection, human resource planning, and career development did not significantly affect job satisfaction. Awino & Kipsang (2020) studied career development's effect on employee commitment; the results indicated that career planning significantly affected employee commitment. The research also indicated that employee involvement is vital in designing career development programs. Ndegwa (2018) explored the determinants of enforcement officer's satisfaction in Nairobi City County. The findings indicated that job security, provision of working equipment, and autonomy affected the extent of satisfaction.

Using factor analysis in Chennai Banks of India, Sowmya and Panchanatham (2011) explored factors impacting job satisfaction. The study explained that job satisfaction entails workers' feelings about their work. Accordingly, managers assume workers with high satisfaction levels at their workplace or jobs are more productive. The factors related to human resource practices and resourcing such as promotion, reasonable payment, same salaries for similar job groups with other companies, treatment at the premise, behaviour culture, opportunities to present challenges to

management, job security, good work conditions, and general supervision enhance job satisfaction among workers.

Davies, Mete and Whelan (2018) noted the merits of workers having a positive perception of the corporate brand, understood as an employer or employee brand. This is achieved through increased recruitment and retention of workers, increasing their commitment and engagement. The study by Davies and colleagues affirmed how employer brand impacts the satisfaction of workers with a focus on testing the characteristics of workers based on their experience, role, gender, and age in influencing the effects of the image of an employer for competence and on the satisfaction of workers. The study followed a survey of the public to explore their satisfaction with and involvement with their employers. The study indicated that gender, age, and customer contact influenced workers' satisfaction. Despite the study exploring corporate brands as a factor that influences the satisfaction of workers in companies, the study is narrow and focused more on corporate brands but failed to explore aspects or practices of HRM that promote corporate brands, translating to improved satisfaction of workers as they form part of stakeholders that promote brands where they perceive to belong to or have a sense of ownership (Davies et al., 2018). Thus, the present study explored the HRM practices that promote workers' satisfaction, such as training, motivation, and ensuring autonomy, leading to a feeling that they are part of the organization and become ambassadors to promote corporate brands.

Yalın and Mızrak (2017) noted that workers play a crucial role in organizations, and their satisfaction is immensely important to enterprises. The study focused on exploring the association between employer brand and satisfaction of workers. The results indicated that employer brand is a factor that directly impacts workers' satisfaction. Accordingly, a good employer brand enhances the satisfaction of workers because the company promotes corporate culture, enhances positive values, embraces appraisal policies, trains workers, promotes career development activities, and offers universal job opportunities to workers, leading to ensuring improved satisfaction of employees in their respective workplaces.

Sharma, Kong and Kingshott (2016) embraced positive behaviour in a company and a transformative service research concept to explain the well-being of workers as a

pillar of the process by which the internal quality of service leads to worker satisfaction. The study followed a survey method that sampled 275 respondents, of which 250 were workers, and 25 were supervisors in a manufacturing company in Guangdong Province in China. The results indicated that internal service quality positively impacted workers' satisfaction. However, the study exhibited limitations, especially in embracing restricted data from one factory, which could have helped generalize the findings. However, the present study focused on a regional bloc constituting five counties from western Kenya. This offered the freedom to include a larger sample size, leading to a generalizable finding.

Abdullah, Huang, Sarfraz, Ivascu and Riaz (2021) investigated the impacts of quality service on the satisfaction of nurses and their commitment to the organization. The study embraced a cross-sectional approach focusing on non-numerical data collected from 412 respondents or nurses in 20 healthcare centres under private enterprises. The study indicated that internal service quality impacted workers' job satisfaction and commitment. Accordingly, the quality of service, as indicated in the study, improved the satisfaction of nurses in their respective work environments. However, the study exhibited limitations, including limited information, as the researcher focused only on a single industry (healthcare sector) in one region. Thus, the findings may have been influenced by a given socio-economic and cultural attribute of the single region, leading to its limitations for application in other regions. Despite a single region and sector offering the convenience of the study process, data may be questionable in its validity and reliability as it had minimal variety and heterogeneity.

Similarly, Maharani et al. (2020) implemented paradigms and concepts to explore the well-being of workers as a focal construct in the process underpinning internal service quality in impacting workers' satisfaction. The study embraced a structural equation model for 125 respondents. The findings showed that internal quality service positively impacted workers' satisfaction. However, the study also collected data from a single enterprise in a single region of Tangerang in Indonesia, resulting in limited findings generalization due to limited key constructs.

Thu, Watanabe, and Sumita (2018) conducted a study to assess the effect of human resource management practices on employee satisfaction with jobs in Japanese agribusinesses in Vietnam. The specific practices studied were the work, the

development process and concepts of training, support from supervisors, interpersonal relations, salary, and working conditions. The researcher used 200 participants in the study to answer questionnaires. The study findings indicated that the work, development and training, payment in terms of salaries, interpersonal relations, and work conditions positively affected job satisfaction. However, supervisor support was found to have no relationship with job satisfaction. The study did not focus on employee resourcing strategies on job satisfaction.

Obonyo (2022) conducted a study on the effects of management practices on job satisfaction in Kenya Airways. The study specifically intended to ascertain the effects of recruitment, training, and rewards practices on the satisfaction of employees. The study adopted a descriptive research design and sampled 150 respondents to respond to the questionnaires. The research results revealed that human resource practices, training, and reward practices positively and significantly influenced job satisfaction among flight attendant staff at Kenya Airways. The research focused on human resource practices rather than employee resourcing strategies, which this study focused on.

Pandey and Kumari (2011) compared job satisfaction in various sectors. The study surveyed the two sectors to get more details on satisfaction at work. The study findings affirmed that satisfaction on the job by holders depended on the ambivalence they received while at the job, which was directly linked to their attitude towards the job. In the study, the components that elicit emotions from employees at the places needed to be articulated, leading to ambiguity. Therefore, this study singles out employee resourcing strategies and seeks to determine how they influence job satisfaction.

Hosie, Sharma, and Kingshott (2018) conducted an assessment on "Happy-performing managers" and evaluated how job-related affective well-being and affective job satisfaction mediate the impact of stressors (ambiguity, conflict, and overload) on contextual job performance. The study adopted an online survey targeting 305 participants (managers) from sectors in Australia. Data analysis employed confirmatory factor analysis. The study results indicated that stressors have a negative effect on the affective well-being of managers and the affective job satisfaction. Moreover, they also mediate the negative effects on the contextual performance of managers.

Slavkovic, Pavlovic and Simic (2018) assessed the recruitment of employees and its relationship with job satisfaction in the manufacturing trade and service sectors. The study's critical aspect was exploring the impact of recruitment practices on job satisfaction and the mediating role of employer brand in the relationship. The study adopted an empirical study design. The study results showed a statistically significant association between the selection and recruitment practices and employee job satisfaction. Besides, the mediating role of the employer brand was confirmed. The study was limited to the manufacturing, private, and services sectors; thus, its findings cannot be generalized to the public sectors. Accordingly, this study focuses on counties to bring the public sector perspective and assesses more employee resourcing variables.

Kabak, Şena, Göçer, Küçüksöylemez, and Tuncer (2014) examined the strategies for job satisfaction in the service sector. Based on an empirical study, the study aimed to establish the effects of Total Quality Management (TQM) practices on job satisfaction in SMEs within Turkey's service industry. The study explored five TQM activities: training and education, employee relations and teamwork, rewards and recognition of workers, positive culture, and empowerment. The selected TQM variables were analyzed using exploratory factor analysis (EFA) and descriptive and correlational analysis. The study findings showed that employee training, employee relations, and teamwork were dominant factors in job satisfaction. Nevertheless, the study was limited to TQM and job satisfaction and did not assess employee resourcing strategies and job satisfaction. To bridge the gap, the current study will assess the impact of employee resourcing strategies and job satisfaction in Selected LREB County Governments.

Gitonga (2008) surveyed job satisfaction and behaviours of workers at paralegal the Judiciary of Kenya. The study's main objective was to find out the association between job satisfaction and behaviours employees exhibit at places of work. The study embraced descriptive design with a population comprising staff from 11 departments in the Judiciary. Using inferential and descriptive data analysis techniques, the researcher collected data using structured or closed-ended questions. The study findings indicated that the paralegal staff was satisfied with most of their work behaviour besides pay and employment opportunities. The study findings further

revealed an association between job behaviours and job satisfaction. Regardless, the study focused on the relationship between job behaviours and job satisfaction and did not assess employee resourcing strategies and job satisfaction. In that respect, this study focuses on the effect of employee resourcing strategies and job satisfaction in LREB County Governments to contribute to the existing literature. Moreover, the approach used to get sample size needed to be justified; hence, this study employs the Morgan and Krejcie (1970) formula that is scientific.

2.4 Research Gaps

2.4.1 HRP Strategies

Azmi (2019) researched on manpower demand and supplies but did not focus on the planning of human resources. Saha & Kumar (2018) explored how Workers' safety, equity, trust, encouragement, collaboration, and relationship-oriented leads to employee satisfaction, and this did not focus on job satisfaction. Cherif (2020) researched on conducive environment for organizational workers as a result of HRM practices, and this did not specify human resource planning. Wekesa and Kitainge (2020) studied human resources planning aspects and academic performance of newly upgraded national schools domiciled in western Kenya counties. The study area is aimed at academic performance as an outcome, whereas thesis research is focused on job satisfaction. Mondejar and Asio (2022) conducted a significant study that delved into the link between HRM and workers' satisfaction, leaving the need for job satisfaction. Muma, Nzulwa, Ombui and Odhiambo (2018) researched the planning strategies for human resources that influence how companies retain workers in Kenyan higher institutions for learning, such as universities, and public institutions. However, the focus of this study is the relationship between HRP and job satisfaction. All these authors focused on various aspects of HRP strategies, however, there is a need to link with job satisfaction, specifically in the lake region.

2.4.2 Recruitment Strategies

Pandey (2020) discussed internal and external recruitment strategies leaving a gap for job satisfaction. Mbugua et al (2015) termed referral as the cheapest form of recruitment strategy. Nguti and Mose (2021) noted that online recruitment is an

emerging issue in the recruitment process. Tyagi (2020) researched about passive job seekers. Strohmeier and Kabst (2019) examined the factors influencing the adoption of cross-national E-recruitment in 2,336 organizations domiciled in 23 European countries. The study findings indicate that most organizations in Europe have embraced technology in recruitment. Koech et al. (2020) studied the effects of recruitment and selection on workers' job satisfaction in the security department of public secondary schools in Baringo County, Kenya. Azmy (2018) investigated how recruitment strategies fulfil human resource needs. All these researchers do not specifically focus on recruitment strategies where job satisfaction is concerned in public Universities, which is an area of interest for public entities.

2.4.3 Selection Strategies

Otido (2019) noted that a realistic job preview is critical in the process of selection. Gummadi (2015) discussed the various forms of interviews. Choi (2017), noted a need for support on the new employee integration, career transition, job satisfaction and organizational management. However, selection strategies were not clearly emphasized on. Davi and Yakubu (2016) sought to assess the selection of workers' effects on the job satisfaction of workers at the College of Administrative and Business Studies (CABS) and the College of Education Azare, Bauchi Estate, Nigeria. Adewale (2019) sought to find the effect of recruitment and selection practices on employee retention in microfinance banks in Lagos State, Nigeria. Job satisfaction and selection strategies in the cited literature show a gap, specifically in the Lake region.

2.4.4 Talent Management Strategies

Choudhury & Pattanayak (2020) compared the holistic approach used in talent management strategies to the traditional efforts used by organizations. Wesonga (2021) researched on the human capabilities' developments by the organizational talent management strategies. Cherono (2017) discussed the employee career development. Alparslan and Saner (2020) investigated sustainable talent management's influence on employee job satisfaction and organizational commitment. Pomaranik and Kludacz-Alessandri (2023) conducted a study that focused on managing workers' talents and how it affects employee satisfaction at work. Barkhuizen and Gumedde (2021) investigated the association between talent

management, job satisfaction, and voluntary turnover intentions by employees in selected South African government 66 institutions. Hafez, Abuoe, Neel, and Elsaid (2017) examined the effect of talent management on job satisfaction and retention of employees at Ain Shams University in Egypt. Ramadan, Abo-Taleb, Abdel-Aty, and Amer (2021) sought to ascertain the effects of talent management (TM) practices on the satisfaction of employees in Egyptian hotels. Wanjiru (2020) sought to ascertain how talent management influenced staff retention at Jomo Kenyatta International Airport. Yeswa and Ombui (2019) studied the influence of talent management strategy on employee retention in the Kenyan hotel industry. Job satisfaction requires talent to be managed in an organization. Scholars have studied talent management strategies but there remains a dearth in literature where talent management may be strategized for job satisfaction in the region.

2.4.5 Job Satisfaction

Parvin & Kabir (2017) discussed employee happiness and contentment as a result of job satisfaction. Wagner (2017) notes that employee attitudes are a direct or indirect stimulus from job satisfaction. Al-Hawary & Nusair (2017) discusses the integration of workers with work-related tasks and management approaches. Huang (2020) discussed about the cognitive component of job satisfaction as it manifests in individual opinions, beliefs, and expectations about a company's operations. Abdullah, Huang, Sarfraz, Ivascu and Riaz (2021) investigated the impacts of quality service on the satisfaction of nurses and their commitment to the organization. Yalim and Mizrak (2017) noted that workers play a crucial role in organizations, and their satisfaction is immensely important to enterprises. However, there is a need to address employee resourcing strategies and job satisfaction in public service settings.

2.4.6 Public Service Culture

Jamil, Askvik & Hossain (2016) discussed the organizational culture. O'Riordan, (2015) emphasized on the organizational values. Ayeni (2017) notes that public service values ensure smooth operations. Goranak, Edelheim, and Brumen (2019) conducted a comprehensive study on the influence of organizational values on job satisfaction. Putra, Ma'ruf, Yunus, Harmen, and Amin (2023) reviewed the factors determining workers' global satisfaction in the public sector underpinned by the

protocol set by Lee and Cummings. Dillon, Klier, McConnell and Vandamme (2024) explained how the public sector enhances workers' satisfaction, especially by improving the strategies that enhance the development and experience of workers. Researchers have focused on public service culture; however, in this study, the focus is the moderating role in the relationship between employee resourcing strategies and job satisfaction as part of addressing a literature gap.

2.5 Conceptual Framework

The conceptual framework exemplifies the relationship of variables. In the study the independent variables are employee resourcing strategies, job satisfaction is the dependent variable, whereas the public service culture is the moderating variable as demonstrated in Fig 2.1

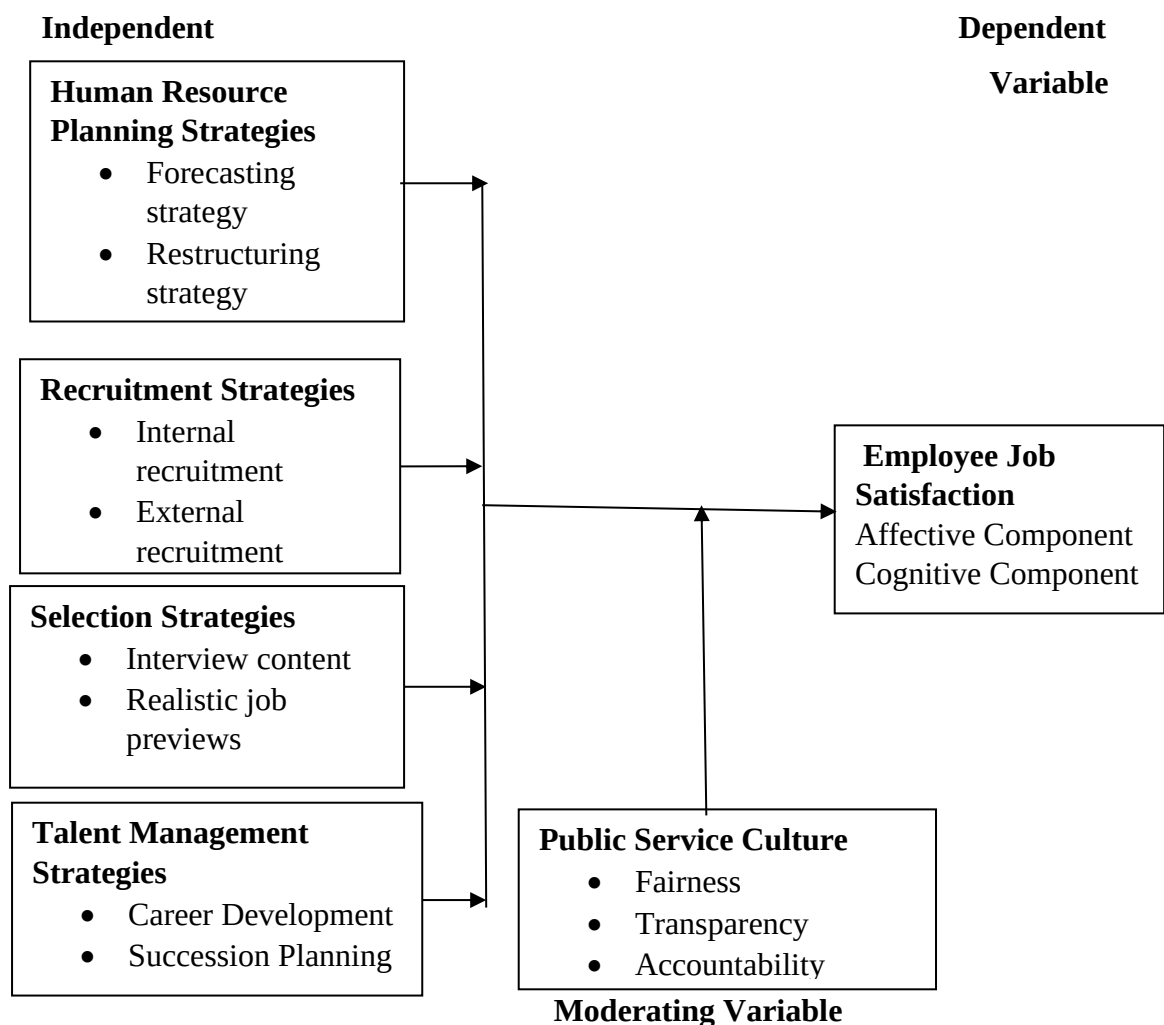


Figure 2. 1: Conceptual Framework

2.6 Chapter Summary

The theoretical review supports the study as it postulates the relationships between the employee resourcing strategies and job satisfaction. Empirical literature reviewed indicates that available research gives acumens on the relationship between employee resourcing strategies and job satisfaction. However, the two variables are yet to be directly linked under the moderation of public service culture. This study sought to directly link the variables to fill the dearth in literature.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research methodology used in the study; particularly, the research philosophy, the research design, the target population, Sampling procedures and sample size, data collection, piloting, data analysis and presentation, and ethical considerations are presented in this chapter.

3.2 Research Philosophy

Nachmias and Nachmias (2004) assert that a research philosophy is a guide to collecting, analyzing, and interpreting data on study variables. In the social sciences, the commonly used research philosophies are positivism (scientific) and phenomenology (interpretivism). Coopers and Schindler (2004) note that the philosophies give quantitative and qualitative viewpoints. Positivism is quantitative, while phenomenology is qualitative. For instance, a study on consumer behaviour might use positivism to gather and analyze data on purchasing patterns, while a study on the lived experiences of refugees might use phenomenology to understand their subjective experiences.

The positivist philosophy, with its emphasis on knowledge grounded in facts and the absence of subjective judgments, offers a practical approach to research. It draws from the quantitative method, which underscores objective authenticity demonstrated in numerals, possessing illustrative and prognostic abilities (Neuman, 2006; Furrer, Thomas & Goussevkaia, 2008). In this philosophy, knowledge is derived from ideals of rational thinking and facts. Data is collected from direct observations and practice, and measured analytically using quantitative methods (Creswell & Creswell, 2017). Moreover, generalizable theoretical models can be formulated to elucidate direct interrelationships (Saunders, Lewis & Thornhill, 2007). The positivist philosophy initiates problem-solving by formulating assumptions of social reality tested using quantitative techniques (Stile, 2003).

The interpretive research philosophy, in contrast, is a model that recognizes the absence of objectivity in social reality. It posits that social reality is shaped by social contexts and human experiences (Kombo & Tromp, 2011). This philosophy is best understood within the framework of a social-historical context, integrating the subjective interpretations of its various participants. According to interpretive researchers, reality is not tested through a hypothesis, but rather, it is interpreted through a sense-making process. The choice between these two approaches depends on the nature of the phenomenon under consideration (Saunders et al., 2007).

This study was firmly grounded on the positivist philosophy, a choice made due to its relevance and suitability. Quantitative data was collected using questionnaires based on the facts and experiences of respondents, measured using quantitative methods, and analyzed statistically.

3.3 Research Design

According to Kothari (2004), a research design guides collecting and evaluating data. It organizes how data is collected and analyzed to ensure that it is aligned with the core purpose of the study. In essence, it gives a conceptual structure for how the research is conducted and the approaches employed in data analysis. This study intended to assess the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments, a region known for its diverse economic activities and unique governance structure. Descriptive and correlational research designs were employed in the study as they were found suitable according to Kothari (2014), it would aid in getting information from the respondents objectively. Further, the correlation was suitable for establishing relationships according to (Cooper & Schindler, 2014).

The descriptive research design was suitable because it eased the process of obtaining information on the subjects of the study's current status without any personal bias (Kothari, 2014). Mugenda and Mugenda (2003) assert that descriptive research designs are commonly used in business and social sciences to describe behaviours, attitudes, values, and characteristics. In the study, this design was particularly beneficial as it allowed gathering comprehensive and unbiased data on the current status of employee resourcing strategies and job satisfaction in the Lake Region

Economic Bloc County Governments. This information was crucial for the study analysis and conclusions. Kombo and Tromp (2011) emphasize that the descriptive research design plays a fundamental role in the respondents' identification of the study variables in social sciences and business. In the context of this study, the design was considered suitable because the focus was on getting information on the current status of the application of employee resourcing strategies and how they relate to job satisfaction in counties in the LREB County Governments.

The implementation of a descriptive research design for the present study is imperative because it enables the researcher to assess the structure of employee resourcing strategies and how they affect job satisfaction in the Lake Region Economic Block County Governments. However, it's important to note that this design has its limitations. For instance, it may not capture the dynamic nature of employee resourcing strategies and job satisfaction, as it focuses on the current status. The descriptive statistics also helped the researcher summarize the descriptive information of respondents, mainly the frequency and percentages of demographic information.

The correlational research design evaluates the interactions between study variables (Mugenda & Mugenda, 2003). The design is founded on the assertion that available information about one variable can predict another if there is a significant statistical link between the variables under scrutiny without the researcher's intervention (Cooper & Schindler, 2014). The study aimed to ascertain whether employee resourcing strategies predicted job satisfaction in the Lake Region Economic Bloc County governments. The correlational research design was suitable for establishing the relationship between employee resourcing strategies and job satisfaction in the Lake region economic bloc county governments. The findings of this study could have significant implications for the fields of social sciences, business, and human resources, as they could inform the development of more effective employee resourcing strategies that enhance job satisfaction.

The implementation of correlation research design assisted in assessing the relationship between employee resourcing strategies and how they predict the job satisfaction of employees. Thus, the researcher used the design to link the two variables statistically without human intervention. For instance, data was collected on the employee resourcing strategies and job satisfaction levels of employees in the Lake

Region Economic Bloc County Governments. Then, statistical methods such as linear regression analysis were used to determine if there was a significant relationship between these two variables. Besides, the design assisted in predicting the dependent variable (job satisfaction) based on the information collected on employee resourcing strategies. Thus, it offered a structured approach, especially linear regression analysis, to interpret the relationship between employee resourcing strategies and job satisfaction.

3.4 Location of Study

The study was conducted in the Lake Region Economic Bloc, a significant economic entity domiciled in the Western part of Kenya. This unique bloc, the largest of its kind, incorporates counties from three defunct Provinces: Nyanza, Western, and Rift Valley. It's vast size and diverse composition makes it a suitable representative for other counties in Kenya. The counties that make up the bloc are Bungoma, Busia, Homabay, Kakamega, Kisii, Kericho, Kisumu, Siaya, Migori, Nyamira, Trans Nzoia, Bomet, Nandi and Vihiga. For the purpose of this study, it focused on three key counties within the bloc: Kisumu, Kakamega, and Bomet.

The study strategically selected the counties from the Lake Region Economic Bloc due to their geographical representation, which provides a comprehensive view of the economic bloc. These counties are not only geographically diverse but also economically interdependent, sharing products from trade, agriculture, and service. This intricate web of economic ties reflects the diversity and source of employment in the formal sectors, providing a rich and complex landscape for the study process.

3.5 Target Population

The study targeted employees working in County Governments in the LREB. Three counties were purposively sampled to participate in the study; Kisumu, Kakamega and Bomet. The selected counties were drawn from the three defunct provinces that make up the bloc, that is Nyanza, Western and Rift Valley provinces, respectively (Mwakikagile, 2010). The choice of the three counties aimed at enhancing diversity in opinions on how the employee resourcing strategies affect job satisfaction in the

LREB County Governments. The three counties had engaged 14,361 employees. The target population is illustrated in the Table 3.1.

Table 3. 1: Target Population

County	Target population
Kisumu	6,412
Kakamega	4,321
Bomet	3,628
Total	14,361

Source: Counties' Public Service Records (2022)

3.6 Sampling Procedures and Sample Size

3.6.1 Sample Frame

According to Kombo and Tromp (2011), the sample frame is a crucial component in any study. It is a list of all elements of interest, from which the actual sample is drawn. In the study, the sample frame was composed of top management, middle management, and lower-level employees. The top management was represented by employees in job groups Q, R, S, T, U and V; Middle Management by employees in the job groups J, K, L, M, N and P; and lower-level employees by employees in the Job groups A-H. The sample frame in the study is illustrated in Table 3.2.

Table 3. 2: Sample Frame for the Counties

Category	Kisumu	Kakamega	Bomet
Top Management	136	114	100
Middle management	583	342	290
Lower-level employees	4893	3865	3238
Total	6412	4321	3628

Source: County Public Service records (2022)

The county governments dealing with large numbers of employees to offer public services utilizes three levels of management. The three levels are top management,

middle management and low-level management. The study required to capture the three levels for proper representation of the employees as the subject under study was employee resourcing strategies and job satisfaction. This allowed for inclusivity which is one of the public service values.

3.6.2 Sample size

Kombo and Tromp (2011) assert that number of participants in the actual study or a sub-set representing the target population form the sample size. In getting the sample size, Krejcie & Morgan (1970) formula was adopted as follows:

$$S = \frac{X^2 NP (1 - P)}{d^2 (N - 1)} + X^2 P (1 - P)$$

Where: S = sample size

X^2 = table values of chi-square for 1 degree at the wanted confidence level (3.841)

N = Size of target population

P = the proportion of population (assumed to be .50 because it will provide the maximum sample size)

d = the accuracy degree expressed as a proportion (.50)

(Source: Krejcie & Morgan, 1970)

$$\text{Sample size} = \frac{3.841 * 14361 * .50(1-.50)}{(.052 (14361 - 1) + 3.841 * .50(1-.50))} = 374$$

The Table 3.3 shows the sample distribution in each category for the counties.

Table 3. 3: Sample Distribution per Category

Category	Kisumu	Kakamega	Bomet	Totals
Top Management	4	3	3	10
Middle management	15	10	7	32
Lower-level employees	143	112	77	332
Totals	162	125	87	374

3.7 Data Collection Instrument

The data collection instrument was a questionnaire. The questionnaire was constructed using the independent variables under investigation namely: HRP strategies, recruitment strategies, selection strategies and talent management strategies. The dependent variable-job satisfaction was used to construct the questionnaire and there was a section for public service cultures as the moderating variable.

In the study, primary data was collected using structured questionnaires from a total of 374 respondents. The questionnaires focused on respondents' attitudes, opinions, and observations regarding the variables. The questionnaires were considered suitable because they facilitated the collection of enormous amounts of data from many respondents with constrained timelines (Polit & Hungler, 1997).

The five-Likert scale was utilized for the study to gather respondents' views on research variables. The questionnaires were randomly allocated to the target population. The drop-and-pick technique, a fair method of administering the research instrument, was employed; the questionnaires were dropped and picked after a week. This approach allowed the respondents ample time to respond to all items, thereby enhancing the honesty of the responses.

3.8 Pilot Study

Before the data collection, the research instrument was piloted to check its validity and reliability. Pilot testing is a trial before the main study (Kombo & Tromp, 2011). A suitable sample size for piloting must comprise 10% of the study sample size

(Kothari, 2014). Piloting is done in a representative sample similar to the target population and is eventually excluded from the study. The pilot test was to help diagnose possible challenges in study design and instrumentation (Cooper & Schindler, 2014). Also, it assessed the objectivity of questions by finding out whether the target population could intelligibly respond to them to make the study reliable and valid. The study was piloted by pretesting the data collection instrument with thirty-eight (38) respondents as agreement with Kothari (2014). The respondents consisted of the various cadre of staff that were to respond to the study pilot questionnaires. They were randomly picked to ascertain objectivity from Kisii, Bungoma and Kericho Counties; these counties were excluded from the actual study. Each county had at least twelve questionnaires distributed and collected back.

3.8.1 Validity of the Instrument

Validity is the extent to which the research instrument measures what it is intended to measure (Polit & Hungler, 1997). The study assessed the research instrument's face, content and construct validity. The researcher's subjective evaluation was used to evaluate face validity and ascertain the appropriateness of the instrument. Also, it relied on the instruments developed in other earlier studies and ideas gained from the literature review. To ensure a comprehensive content validity, the data collection instrument was shared with three supervisors, whose valuable recommendations were incorporated into the final version. Proper operationalization of terms was used for construct validity to ensure that the instrument reflected the theoretical assumptions.

Content validity was addressed by use of variables under study to construct the questionnaire and presentation of the same to supervisors, department and the school. Each of the variable under study was given equal number of questions to be responded to and use of Likert scale for coverage purposes. Face validity was ensured by presentation face to face of the questionnaire within the school and during pilot testing.

3.8.2 Reliability of Research Instrument

Reliability is all about the consistency in results (Kothari, 2014). This psychometric measure for internal consistency is employed in assessing scales and survey tools. In this study, computing Cronbach's Alpha coefficient aided in testing for reliability. The

Cronbach's alpha coefficient ranges between 0 and 1, with higher alpha coefficient values being more reliable. The piloted questionnaires were coded into SPSS to produce the coefficients of reliability. A reliability coefficient of above 0.7 indicates reliability (Muathe, 2010). Thus, those items whose reliability falls below 0.7 were to be discarded.

3.8.3 Data Collection Procedures

The data collection procedures were collaborative, with the researcher being assisted by two trained research assistants. The process began with obtaining the approval letter from the National Commission for Science, Technology and Innovation (NACOSTI) and a letter of introduction from the Murang'a University of Technology. Additionally, authorization and consent to collect information from study respondents were sought from County Secretaries of selected counties. Three hundred and seventy-four questionnaires were distributed to the selected counties' top management, middle management and lower-level employees. The drop-and-pick method was employed to administer the questionnaires.

3.9 Data Analysis

The data collected was coded, evaluated for completeness, and analyzed using a combination of descriptive and inferential statistics. The Statistical Package for the Social Sciences (SPSS) was used for data analysis. Descriptive measures such as mean, standard deviation, percentages, and frequency were employed to provide a comprehensive understanding of the variables. These measures served as a foundation for further analysis. To ascertain the strength of the relationships between the study variables, Pearson correlation coefficients and regression models were deployed. The regression model employed in the study was:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots \dots \dots \text{Model 1}$$

Where:

Y = Job Satisfaction

X₁ = Human Resource Planning strategy

β_0, β_1 , = Regression coefficients depicting changes in each X value in Y

ε = Error term

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon \dots \dots \dots \text{Model 2}$$

Where:

Y = Job Satisfaction

X_2 = Recruitment strategy

β_0, β_2 , = Regression coefficients of changes of each X value in Y

ε = Error term

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots \dots \dots \text{Model 3}$$

Where:

Y = Job Satisfaction

X_3 = Selection Strategy

β_0, β_3 , = Regression coefficients of changes of each X value in Y

ε = Error term

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{Model 4}$$

Where:

Y = Job Satisfaction

X_4 = Talent Management strategy

β_0, β_3 , = Regression coefficients of changes of each X value in Y

ε = Error term

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{Model 5}$$

Where:

Y = Job Satisfaction

X₁ = Human Resource Planning strategy

X₂ = Recruitment strategy

X₃ = Selection Strategy

X₄ = Talent Management strategy

β₀, β₁, β₂, β₃, β₄, = Regression coefficients of changes of each X value in Y

ε = Error term

Public service culture was the moderating variable. In testing for moderation, the Ongore and Kusa (2013) method was employed.

$$Y = \beta_0 + \beta_1 X_1 M + \beta_2 X_2 M + \beta_3 X_3 M + \beta_4 X_4 M + \epsilon \dots \dots \dots \text{Model 6}$$

Where:

Y = Job Satisfaction

M – Moderating Variable (Public Service Culture)

X₁M = First Interaction term Human Resource Planning strategy * Public Service Culture

X₂M = Second Interaction term Recruitment strategy* Public Service Culture

X₃M = Third interaction term Selection Strategy * Public Service Culture

X₄M = Fourth interaction term Talent Management strategy* Public Service Culture

β₀, β₁, β₂, β₃, β₄, = Regression coefficients depicting the changes on each X value in Y

ε = Error term

3.10 Diagnostic Tests

Diagnostic tests were conducted before the estimation of the regression models. In this study, the tests conducted include: normality, autocorrelation, multicollinearity and homoscedasticity tests. The essence of the tests is to eliminate issues that could cause incorrect statistical results (Sekaran & Bougie, 2010).

3.10.1 Normality Test

Normality is the measure of the extent to which the sample data distribution matches the normal distribution. Testing for normality is mandatory before many statistical tests because of the general assumption that data is normally distributed (Black, 2002). The test is essential in validating the model and methodology applied in the study. In testing for normality, the Kolmogorov-Smirnov and Shapiro-Wilk tests are commonly used. The Kolmogorov-Smirnov test was considered suitable because the observations are more than 50, as Rukumba (2021) recommended. A P value more excellent than 0.05 implied that the data was average for analysis, whereas when it is less than 0.05, it means the data is not normally distributed.

3.10.2 Autocorrelation Test

Autocorrelation is the extent of correlation between values of similar variables subjected to different observations. The essence of the autocorrelation test will be to assess whether the residual is serially linked (Field, 2009). Autocorrelation causes bias on the estimated variance of regression coefficients, making hypothesis testing inaccurate. In the study, the Durbin-Watson statistic was used to test for autocorrelation. In the Durbin-Watson statistic, Ordinary Least Squares (OLS) residuals range between 0-4. Where: a value of 2 in the test indicates that residues are not autocorrelated; 0 to 2 indicates favourable autocorrelation; values greater than 2 imply adverse autocorrelation. The decision rule in this case was that a sample is normal if it ranges between 1.0 and 2.5, as adopted by Kyengo (2019). Therefore, values that fall beyond the set limits indicate concerns with the test. In the case of autocorrelation, the model was to be transformed to make error term serially independent, and OLS was to be applied to it to create the Best Linear Unbiased Estimator (BLUE).

3.10.3 Multicollinearity Test

Multicollinearity, the presence of highly high associations/correlations amongst independent variables (Cooper & Schindler, 2014), can lead to varied estimates of coefficients of the independent variables due to the β coefficients standard errors increasing. This results in the β s, which are meant to represent the population, taking a higher sample variability and failing to accurately depict the population (Black, 2002). Additionally, multicollinearity restricts the size of R , a key measure used in assessing the dependent and independent variables' multiple correlations and R^2 -the variance in outcome that the predictors account for. This restriction means that the second predictor accounts minimally for the remaining variance. Lastly, multicollinearity reduces the significance of the independent variables, making it difficult to test their significance. To address this, field (2009) recommends using the Variance Inflation Factor (VIF) for collinearity testing. The VIF, which indicates the strength of linear relationships between predictors, is a reliable tool. VIF values above 10 suggest multicollinearity, while those below 10 indicate no multicollinearity, providing a clear and straightforward method for testing multicollinearity.

3.10.4 Homoscedasticity

The homoscedasticity assumption holds that the variance of the data for the independent and dependent variables is equal along the regression line (Allison, 2015). The homoscedasticity of the data was examined visually using the scatter plot.

3.11 Hypotheses Tests

A Hypothesis is a declaration concerning the value of an aspect of a population. According to Black (2002), it is a procedure that evaluates whether the hypothesis is true based on evidence and forms a basis for either accepting or rejecting a hypothesis. In this study, the interpretation of the p-value was alpha level. Baker (2021) asserts that 0.10 is the significance suitable for political polling, 0.01 is suitable for quality assurance, and 0.05 is suitable for social research projects. In this study's context, the significance level of 0.05 was used because the study intended to assess the relationship between employee resourcing strategies and job satisfaction in the LREB County Governments. If the P value fell below 0.05, the alternative hypothesis was

favoured; thus, the null hypothesis was dismissed. Similarly, when the p-value surpasses the 0.05 significance level, the researcher there is no enough evidence to reject the null hypothesis.

3.12 Data Presentation

The analyzed data was presented in tables and graphs. Graphs were suitable for showing the trends in data for easy comparison. On the other hand, tables could show figures and values on particular phenomena. The combination of techniques gave comprehensible results (Kothari, 2014). Accordingly, the study results were able to assess the employee resourcing strategies on job satisfaction in the LREB County Governments in Kenya.

3.13 Ethical Considerations

As part of the commitment to research ethics, the researcher implemented several measures. The researcher sought permission from the University to collect data. Further, a letter was obtained from NACOSTI as part of ethical considerations. This was done before proceeding to collect data and having had a pilot test of the questionnaire.

The research questionnaire provided for safety of respondents in terms of confidentiality as they were not required to reveal their particulars in the questionnaires. Also, a letter introducing the research required respondents to do so voluntarily and explained the purpose of the data gathered to be of academic use only. The questionnaire was designed in a such a way that it did not pry into private information about the respondents.

This being a public service area of data collection consent was sought from the county administration, specifically the County secretaries in the selected county governments. Verbal consent was also obtained from participants, they were informed that participation was voluntary reassurance that information provided was to be kept with utmost confidentiality. This assurance of privacy was crucial in building trust and encouraging honest responses.

3.14 Chapter Summary

The study was grounded in a positivist philosophy and utilized descriptive and correlational research designs. It was conducted in three Lake Region Economic Bloc County Governments, with the sampling frame including cadres of top management, middle management, and lower-level employees. The study's sample size was 374 employees, determined using the Krejcie Morgan formula. The data collection instrument was a structured questionnaire. Piloting was conducted in three counties to validate the research instrument. Importantly, these counties were then excluded from the actual study. Throughout the study, the researcher maintained the highest ethical standards.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the results and interpretations of the findings of the data collected. It begins with descriptive analysis as the first step to understand the structure of data followed by inferential analysis to ascertain the relationships between the research variables.

4.2 Response Rate

The study sample consisted of 374 respondents. A total of 374 questionnaires were distributed, and out of the distributed questionnaires, 226 were duly filled and returned. Thus, the response rate was 60.4%, aligning with the standards set by Mugenda and Mugenda (2003), who consider a response rate of 50% adequate, 60% good, and above 60% very good. Therefore, the response rate of 60.4% in this study confirms that the data collected meets the threshold for analysis and interpretation. The researcher therefore proceeded to process the data by entering it, cleaning it and analyzing it according to the study objectives.

Table 4. 1: Response Rate

Response Rate	Sample Size	Percentage (%)
Returned Questionnaires	226	60.4
Unreturned Questionnaires	148	39.6
Total	374	100

4.3 Demographic Characteristics of the Respondents

This section presents the analysis of the characteristics of the sampled respondents in the three counties. The aspects that were considered in this section are gender, level of education, years worked, age and position in the organization.

4.3.1 Gender of the Respondents

The respondents' gender was sought to ascertain the representation of men and women in the counties. Males accounted for 62.8% of the respondents, while females accounted for 37.2%. The descriptive results on gender are indicated in Table 4.2. The results imply that the majority of the staff in the counties are male. However, the current composition adheres to the two-thirds gender rule in the Kenyan Constitution, 2010, whereby no gender should exceed 66.7% of the total population.

Table 4. 2: Gender of Respondents

	Frequency	Percent	Cumulative Percent
Male	142	62.8	62.8
Female	84	37.2	100.0
Total	226	100.0	

4.3.2 Level of Education

The study intended to ascertain the highest level of education of each respondent. Table 4.3 presents the results on their levels of education.

Table 4. 3: Education Level of Respondents

	Frequency	Percent
High school certificate	17	7.5
Certificate	39	17.3
Diploma	47	20.8
undergraduate degree	116	51.3
Postgraduate Degree	7	3.1
Total	226	100.0

Table 4.3 reveals that 51.3% of the respondents had an undergraduate degree, 20.8% had a diploma, 17.3% had a post-secondary certificate, 7.5% had a high school certificate, and 3.1% had a post-graduate degree. The outcome implies that

respondents were well educated and could adequately respond to statements on the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County governments in Kenya.

4.3.4 Age of Respondents

The study intended to find the ages of the respondents. The Table 4.4 illustrates the results.

Table 4. 4: Age of Respondents

	Frequency	Percent
18-35 years	69	30.5
36-45 years	71	31.4
46- 50 years	34	15.0
Above 50 years	52	23.0
Total	226	100.0

4.3.3 Years Worked in the Organization

The study sought to find out the number of years the respondents had worked for the County Governments. The Table 4.5 presents the length of service of the respondents in the Counties.

Table 4. 5: Years worked in the Organizations

	Frequency	Percent
0-4 years	7	3.1
5- 9 years	78	34.5
More than 9 years	141	62.4
Total	226	100.0

Table 4.5 indicates the number of years respondents had worked in their respective organizations; 62.4% of the respondents had worked with the counties for more than nine years, 34.5% had worked in the county for about 5-9 years, and 3.1% had worked

for a period of 0-4 years. This implied that respondents were well versed with the operations of the county governments and could give informed opinions on employee resourcing strategies and job satisfaction.

4.3.4 Age of Respondents

The study intended to find the ages of the respondents. The Table 4.6 illustrates the results.

Table 4. 6: Age of Respondents

	Frequency	Percent
18-35 years	69	30.5
36-45 years	71	31.4
46- 50 years	34	15.0
Above 50 years	52	23.0
Total	226	100.0

Table 4.6 indicates the ages of the respondents: 31.4% indicated that they were between 36 and 45 years old, 30.5% indicated that they were between 18 and 35 years old, 23% indicated that their ages were above 50, and 15% specified that they were between 46 and 50 years old. The results indicate that most of the respondents were middle-aged and could be aggressive in their work.

4.3.5 Position in the Organization

The respondents were required to indicate their position in the organization. The Table 4.7 Illustrates the results.

Table 4. 7: Position in the Organization

	Frequency	Percent
Middle level employees	29	12.8
Lower-level management	189	83.6
Top Management	8	3.6
Total	226	100.0

The findings in Table 4.6 reveal that 83.6% of the respondents were in lower management, 12.8% were in middle management and 3.6% were in top management.

This may be attributed to many top managers' busy schedules, which result in time constraints. However, lower-level management responses were regarded as reliable since they are usually on the receiving end when employee resourcing strategies are implemented.

4.4: Reliability Test Results

In this study, the reliability of the data collection instrument was evaluated using Cronbach Alpha (α). Cronbach Alpha is a coefficient of reliability that gives an unbiased estimate of the extent of data generalizability (Sekaran & Bougie, 2010). The researcher tested the data collection instrument on 38 respondents from the target population.

Table 4.8 illustrates the reliability test results; -

Table 4. 8: Reliability Test Results

Variable	Cronbach's Alpha	Cases
Human Resource Planning strategies	0.896	38
Recruitment Strategies	0.919	38
Selection Strategies	0.708	38
Talent Management Strategies	0.931	38
Public Service Culture	0.968	38
Job Satisfaction	0.984	38

Table 4.8 provides evidence of the reliability of the research, with reliability coefficients for human resource planning strategies at 0.896, recruitment strategies at 0.919, selection strategies at 0.708, talent management strategies at 0.931, public service culture at 0.68, and job satisfaction at 0.984. As Sekaran and Bougie (2010) confirm, an alpha coefficient of 0.7 and above indicates the instrument's reliability, allowing for broad generalization of the findings to represent the opinions of all respondents in the target population. With all the coefficients surpassing this threshold, the study affirms the accuracy and reliability of scales used.

4.4 Descriptive Statistics of the Variables under investigation

The mean scores (M) and standard deviations (SD), for all the measurement items related to human resource planning strategies, recruitment strategies, selection strategies, talent management strategies, public service culture and job satisfaction were computed and analyzed. These descriptive statistics were used to examine the influence of employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

4.4.1 Descriptive Statistics on Human Resource Planning Strategies and Job satisfaction

The first objective of the study assessed the relationship between human resource planning strategies and job satisfaction. The study used a five-point Likert scale to measure the extent the respondents agreed to statements on human resource planning strategies and job satisfaction, where; 5-Very High Extent (VHE), 4- High Extent (HE), 3-Moderate Extent (ME), 2-Low Extent (LE) and 1-Very Low Extent (VLE). The results on responses are summarized using descriptive statistics of mean, minimum, maximum and standard deviation as in the Table 4.9.

Based on the results from Table 4.9, it is noted that on the statement that counties evaluated the work done by employees before deciding on either increasing or decreasing the number of staff, the mean and standard deviation were (Mean = 3.42, SD =1.409). This indicated a strong consensus among the respondents. Similarly, on the statement that their counties consider employee turnover when determining staff requirements, the mean and standard deviation were; (Mean = 2.91, SD =.921), reflecting a moderate level of agreement.

The findings also revealed a shared understanding among the respondents that in determining the number of staff, the counties consider the number of people requiring the service (Mean = 3.85, SD =1.330). Respondents also agreed that their counties' plans to fill vacant positions enable them to employ qualified people (Mean = 3.08, SD =.917). The respondents further agreed that their counties changed the way they work to help them improve their performance (Mean = 3.47, SD =1.402). The study findings also indicated that their counties plan on the number of employees required

to do various tasks, which contributes to a positive workplace culture (Mean = 3.64, SD = 1.226). Respondents concurred that counties' human resource planning strategies are achievable (Mean = 4.39, SD = .490).

Table 4. 9: Human Resource Planning Strategies

Statement	N	Min	Max	M	SD
My organization evaluates the amount of work done by employees before making decisions on increasing or decreasing the number of employees	226	1	5	3.42	1.409
My organization takes into consideration the number of employees who stop working for the organization as a result of retirement or any other reasons to determine how many more employees are required	226	1	5	2.91	.921
In determining the number of staff required to perform specific tasks, my organization takes into account the number of people who need a particular service	226	1	5	3.85	1.330
The plans by my organization to fill vacant positions are enabling it to employ qualified people	226	1	5	3.08	.917
My organization changes the way we work to help us improve our performance	226	1	5	3.47	1.402
The way my organization plans on the number of employees required to do various tasks contributes to a positive workplace culture	226	1	5	3.64	1.226
The human resource planning strategies in my organization are achievable	226	1	5	4.39	.490
Average Mean				3.54	1.10

The average mean of responses on human resource planning strategies in Table 4.9 was 3.54, and the standard deviation was 1.10. These results, in line with the mean and standard deviation averages, strongly indicate that HRP strategies influence job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

The results indicate that in determining the number of staff, the people requiring particular services in counties must be a key consideration and counties must set

human resource strategies that are achievable to promote satisfaction. The essence of this is to aid in devising plans for optimum staffing at all times. Adequate staffing eases employee workloads and minimizes burnout. Importantly, it helps avoid instances of overemployment or underemployment that bloat the wage bill in the counties, and ensure a lean and efficient staff. Importantly, these findings are not isolated, but align with the research of Mondejar and Asio (2022) and Adebayo (2019), who found that human resource planning practices influenced teachers' job satisfaction in private academic institutions in Olongapo City, Philippines and organizational support and commitment influenced job satisfaction in Forestry Research Institute in Nigeria. Nevertheless, the study fails to agree with Muchlisa et al., (2023) who found out that forecasting that organizational restructuring and job satisfaction did not have a direct relationship.

4.4.2 Descriptive Statistics on Recruitment Strategies and Job Satisfaction

The study assessed the relationship between recruitment strategies and job satisfaction. The responses with regard to agreement to statements on recruitment strategies and job satisfaction were rated on a five-point Likert scale, whose key was; 5- Strongly Agree (SA), 4-Agree (A), 3-Neutral(N), 2- Disagree (D), and 1-Strongly Disagree (SD). The results on responses are summarized using descriptive statistics of mean, minimum, maximum and standard deviation as in the Table 4.10.

As shown in Table 4.10, the statement that advertising methods for vacant positions were efficient and well organized, the mean and standard deviation are (Mean = 3.45, SD =1.424). This implies that the respondents were in agreement with the statement. There was consensus from respondents their counties advertise internally when vacancies arise (Mean = 3.49, SD =1.182). Besides, the respondents agreed with the statement that their organizations source candidates from outside when vacancies arise (Mean = 4.02, SD =1.430). Thus, respondents agreed with the statement. On whether the medium used to notify prospective candidates for vacant positions was accessible to all, many respondents indicated agreement (Mean = 3.66, SD =1.509). Further findings revealed that respondents agreed that advertisement messages by their organizations communicated the job requirements (Mean = 4.14, SD =1.354). The respondents also agreed that advertisements in their organizations promoted a positive workplace culture (Mean = 3.88, SD =1.324).

Table 4. 10: Descriptive Statistics on Recruitment Strategies

Statement	N	Min	Max	Mean	SD
The methods of making people know about the available vacancies in my organization are efficient and well-organized.	226	1	5	3.45	1.424
My organization advertises internally when vacancies arise	226	2	5	3.49	1.182
My organization advertises vacant positions externally by use of newspapers, public notice boards and official website	226	1	5	4.02	1.430
The way my organization advertises for vacant positions is fair and can be accessed by all interested people	226	1	5	3.66	1.509
The advertisements by my organization are always clear on the requirements of the vacant job	226	1	5	4.14	1.354
The way my organization advertises the available vacant positions contribute to a positive workplace culture	226	1	5	3.88	1.324
The organization employs best recruitment strategies	226	1	5	3.55	1.555
Average Mean				3.40	1.222

The average mean for the statements on recruitment strategies was 3.40, and the standard deviation for all statements on recruitment strategies was 1.222. The findings imply that proper recruitment strategies would eventually lead to job satisfaction in the LREB County Governments.

According to the study findings, counties emphasize on external recruitment approaches that is by use of newspapers, websites and public notice boards and advertisement messages are clear on the requirements of the job to enhance satisfaction. The findings concur with those of Nguti and Mose (2021), who found that recruitment strategies influenced organizational outcomes. Similarly, Mbugua et al. (2015) found that strategic and external recruitment practices increased job satisfaction, leading to retention. A study by Miheso et al. (2019) disclosed that

recruitment strategies influenced employee satisfaction if the process was fair and transparent. Therefore, it is crucial for counties to enhance the means of creating awareness by use of external advertisement and articulate the key requirements for the positions. In so doing, more qualified people can show interest in the positions and will lead to satisfaction.

4.4.3 Descriptive Statistics on Selection Strategies and Job Satisfaction

The third objective assessed selection strategies relationship with job satisfaction in the LREB Counties. The responses with regard to concurrence with statements on the relationship were measured on a Likert scale of 1-5, with the scale; 5- Strongly Agree (SA), 4-Agree (A), 3-Neutral(N), 2- Disagree (D), and 1-Strongly Disagree (SD). The results on responses are summarized using descriptive statistics of mean, minimum, maximum and standard deviation as in the Table 4.11.

From the results in Table 4.11, it is evident that a significant respondents agreed with the statement that during interviews, the counties tested for job-related competencies and skills (Mean = 2.96, SD =1.591). This consensus was also reflected in the agreement that getting the best candidate from the pool of prospective applicants was fair and unbiased (Mean = 3.09, SD =1.380). The respondents agreed with the statement that counties provided timely and constructive feedback to prospective candidates after interviews (Mean = 3.65, SD =1.385), respondents agreed with the statement. Similarly, respondents confirmed that their counties articulated the job requirements and expectations during interviews (Mean = 3.42, SD =1.462).

On the question of whether the strategies used in recruitment enabled their organizations to identify and hire high-quality employees (Mean = 3.79, SD =1.289), the respondents concurred with the statement. Respondents also agreed that the selection process in their counties promotes a positive workplace culture (Mean = 3.73, SD =1.313).

Table 4. 11: Descriptive Statistics on Selection Strategies

Statement	N	Min	Max	Mean	SD
During interviews, my organization effectively evaluates job-related skills and competencies	226	1	5	2.96	1.591
The process of getting the best candidate after people have applied to my organization is fair and unbiased	226	1	5	3.09	1.380
After interviews my organization provides timely and constructive feedback to candidates	226	1	5	3.65	1.385
During interviews my organization effectively communicates job requirements and expectations	226	1	5	3.42	1.462
The selection process of my organization effectively identifies and hires high-quality candidates.	226	1	5	3.79	1.289
The selection process of my organization contributes to a positive workplace culture.	226	1	5	3.73	1.313
My organization prioritize identifying candidates who not only possess the required skills and qualifications but also align with the organization's culture and values for long-term success.	226	1	5	4.39	.490
Average Mean				3.44	1.403

Overall, the average mean and standard deviation for the statements on recruitment strategies were =3.44 and 1.403, respectively, indicating a general agreement among respondents. These results have significant implications, suggesting that implementing proper selection strategies could enhance job satisfaction among LREB County Governments staff.

The study alludes that the areas of emphasis in selection strategies in counties are the knowledge, skills and competencies that are blended with the fit into the organizational culture and values. Besides, selection process aided in identifying and hiring qualified people. Notably, proper people-organizational fit, coupled with possession of required skills and capabilities enables employees to perform their duties

with ease leading to high job satisfaction. This finding aligns with the research of Bilal and Bashir (2016), who also found that realistic job previews increased job satisfaction. Also, Goma et al., (2014) showed that recruitment strategies are key drivers in enhancing better job fit and satisfaction deterring the intention for staff to quit. However, our findings diverge from those of Otido (2019) and Davi and Yakubu (2016), who reported that realistic job previews had a negative impact on job satisfaction and that personnel selection did not influence job satisfaction. Therefore, this study supports the assertion that selection strategies enhance job satisfaction.

4.4.4 Descriptive Statistics on Talent Management Strategies and Job Satisfaction

The fourth objective sought to determine the relationship between talent management strategies and job satisfaction. The respondents were required to indicate their levels of agreement to the statements on talent management strategies and job satisfaction that was measured on a Likert scale of 1-5 Whereby; 5-Very High Extent (VHE), 4-High Extent (HE), 3-Moderate Extent (ME), 2-Low Extent (LE) and 1-Very Low Extent (VLE). The results on responses are summarized using descriptive statistics of mean, maximum and standard deviation as in the Table 4.12.

Results in Table 4.12 demonstrate a strong consensus among the respondents. The respondents agreed that the counties offer their employees ample opportunities to enhance their skills through training and development programs (Mean = 3.15, SD =1.074). Similarly, they concurred that counties provided them with opportunities for professional growth by allowing them to explore different roles and responsibilities (Mean = 3.43, SD =.955). The selection process for staff to undertake organizational-sponsored training was also deemed fair, ensuring equal training opportunities for all (Mean = 3.42, SD =1.453). The respondents also agreed that their organizations had effective career development programs that helped them plan and achieve their career goals (Mean = 3.37, SD =1.000). Furthermore, respondents agreed that their organizations provided them with performance feedback and recognition, aiding in self-assessment and improvement (Mean = 3.67, SD =1.222). Lastly, the strategies used to manage talent in their organizations were seen as contributors to a positive workplace culture (Mean = 3.39, SD =1.705).

Table 4. 12: Descriptive Statistics on Talent Management Strategies

Statement	N	Min	Max	Mean	SD
My organization provides training and development opportunities that help me enhance my skills and knowledge.	226	1	5	3.15	1.074
My organization provides opportunities for the professional growth that allows me to explore different roles and responsibilities	226	1	5	3.43	.955
The proces of selecting employees to undertake organizational sponsored training is fair and gives equal opportunities for training for all employees	226	1	5	3.42	1.453
My organization has a career development programs that helps me plan and achieve my career goals.	226	1	5	3.37	1.000
My organization provides performance feedback and recognition that helps me understand my strengths and areas for improvement	226	1	5	3.67	1.222
The talent management strategies in my organization contributes to a positive workplace culture	226	1	5	3.39	1.705
The talent management strategies used in my organization are well integrated	226	1	5	3.86	.837
Average Mean				3.41	1.235

The overall mean for responses to statements on talent management strategies was 3.41, and the overall standard deviation for the responses was 1.235. These figures indicate a significant agreement among the respondents, underscoring the relevance of the findings. This implies that talent management strategies play a crucial role in contributing significantly to job satisfaction in the LREB County Governments in Kenya.

From the study findings, counties focused on formulation on well-integrated talent management strategies and giving employees performance feedback to enhance job satisfaction. This assertion is supported by Pamaranik and Kludacz-Alessandri (2023)

who found that satisfaction of employees was dependent on talent management approaches. In this case, skill development, performance recognition and performance appraisal played a critical role in enhancing the feeling of contentment with the job. Also, Hafez et al. (2017) found that talent management strategies, such as job enrichment, training, and development, influence job satisfaction. Rukunga and Nzulwa (2018) found that talent management strategies enhance motivation and employee commitment, improving job satisfaction. Gitamo (2020) in a study to investigating talent management strategies and succession planning in state owned corporations in Kenya concluded that talent management strategies positively and significantly influence succession planning and increase employee job satisfaction. In that regard, for counties to improve the satisfaction of staff they should come up with a framework for capacity building and provide continuous performance feedback.

4.4.5 Descriptive Statistics on Public Service Culture

The study examined whether public service culture moderated the relationship between employee resourcing strategies and job satisfaction. The level of agreement with the statements was measured on a Likert scale of 1-5, whereby; 5- Strongly Agree (SA), 4-Agree (A), 3-Neutral(N), 2- Disagree (D), and 1-Strongly Disagree (SD). The results on responses are summarized using descriptive statistics of mean, minimum, maximum and standard deviation as in the Table 4.13.

From Table 4.13, it is evident that respondents agreed on various aspects. For instance, respondents demonstrated a clear understanding of the human resource planning process in their organizations (Mean = 3.12, SD =1.167). Similarly, a substantial number of respondents acknowledged their organizations' efforts in staff training and development planning (Mean = 3.37, SD =1.437). This consensus was also observed in the level of involvement in decision-making on matters that directly affected them (Mean = 3.52, SD =1.538). The agreement was also strong when it came to the value placed on diversity in recruitment and selection (Mean = 3.54, SD =1.668). Furthermore, many respondents indicated that their counties documented all their actions when dealing with employee matters (Mean = 3.65, SD =1.228). On the statement that their organizations emphasize accountability and relevant officers are often held responsible for their actions, the mean and standard deviation were (Mean = 3.65, SD =1.449). This implied that respondents agreed with the statement.

Table 4. 13: Public Service Culture

Statement	N	Min	Max	Mean	SD
I understand the process of human resource planning in my organization	226	1	5	3.12	1.167
I understand how my organization plans for staff training and development	226	1	5	3.37	1.437
My organization involves us when management is making decisions on issues that directly affect us	226	1	5	3.52	1.538
My organization values diversity and inclusivity in its recruitment and selection processes.	226	1	5	3.54	1.668
My organization documents all actions it takes when dealing with employee matters	226	2	5	3.65	1.228
The organization emphasizes on accountability and relevant officers are often held responsible for their actions	226	1	5	3.65	1.499
The organization is keen on ensuring that every employee is treated fairly	226	1	5	3.11	1.208
My organization provides training and development opportunities that are relevant to the public service context	226	1	5	3.72	1.429
My organization's resourcing strategies are designed to attract and retain employees who are committed to public service	226	1	5	3.62	1.250
My organization has a well-established public service culture.	226	1	5	3.08	1.686
The public service culture in my organization influences my job satisfaction	226	2	5	3.76	.532
Average Mean				3.48	1.38

The results further indicate counties were keen on ensuring that every employee is treated fairly (Mean = 3.11, SD =1.208). This implied that most of the respondents agreed with the statement. On the statement that their organizations provided training and development opportunities relevant to the public service context, respondents

indicated agreement with a (Mean = 3.72, SD =1.429). On the statement that the employee resourcing strategies used by their organizations were designed to attract and retain employees committed to public service, the mean and standard deviation were (Mean = 3.62, SD =1.250). This shows that the respondents agreed with the statement.

The average mean and standard deviation were 3.48 and 1.38, respectively, indicating a strong agreement among the respondents with the statements on public service culture. This consensus is crucial as it suggests that public service culture significantly influences the relationship between employee resourcing strategies and job satisfaction in the LREB County Governments in Kenya.

The study findings accentuate the importance of public service culture in shaping employee resourcing strategies and job satisfaction. More specifically, counties need to embrace accountability, fairness and responsibility in formulation of employee resourcing strategies to enhance employee satisfaction. These findings align with the research of Gray and Saros (2016), who studied the perceptions of organizational culture on job satisfaction in SMEs and found that suitable leadership styles and fairness in the distribution of organizational rewards positively influenced job satisfaction. Omega (2012) also investigated the perceived relationship between the organizational cultural dimension and job satisfaction in Kenya Commercial Bank, and the study findings showed that transparency and open communication systems contributed to employee job satisfaction. It is evident that adherence to the public service values creates an enabling environment for all staff and enhances dedication to duty and satisfaction.

4.4.6 Descriptive Statistics on Job Satisfaction

Job satisfaction was the dependent variable in the study. The research assessed the extent the respondents were satisfied with statements on job satisfaction on a Likert scale of 1-5, whereby; 5-Very Satisfied (VS), 4- Satisfied (S), 3- Neutral (N), 2- Dissatisfied (D), 1-Very Dissatisfied (VD). The results on responses are summarized using descriptive statistics of mean, minimum, maximum and standard deviation as in the Table 4.14.

Table 4. 14: Descriptive Statistics on Job Satisfaction

Statement	N	Min	Max	Mean	SD
My organization accurately evaluates the amount of work we do to determine the number of staff required	226	1	5	2.92	1.175
My organization replaces employees who leave as a result of retirement and other reasons to ensure that there are no shortages in staff	226	1	5	3.80	.871
My organization is keen on changing the nature of the work we do to enhance our productivity	226	1	5	3.08	1.160
My organization uses the best practices in planning for staff and the work they do	226	2	5	3.16	1.092
The medium used to advertise vacant positions communicates requirements clearly	226	1	5	3.63	1.498
My organization emphasizes getting suitably qualified candidates when vacancies arise	226	2	5	3.73	1.357
Internal advertisements in my organization offers all employees fair chances of taking up vacant positions	226	3	5	3.92	.827
External advertisements give adequate time for people to apply vacant positions before they are closed	226	1	5	3.27	1.171
My organization, during interviews, emphasizes on the ability to perform job-related duties and responsibilities	226	1	5	3.55	1.247
During interviews, the panelists allowed me to seek clarity on matters that I could not understand	226	1	5	3.41	1.025
The interview process in my organization is well structured	226	1	5	3.94	1.283
My organization offers adequate information on the nature and scope of the job during the interview	226	2	5	3.51	1.321
My organization on several occasions communicates to me on my performance and recommends areas for improvement	226	1	5	3.67	1.353
My organization promotes qualified staff to take up senior positions when vacancies arise	226	1	5	3.63	1.367
In my organization, all staff have access to organizational sponsored training and development opportunities	226	2	5	3.89	1.300
Training and development opportunities offered by my organization enable me to discharge my duties effectively	226	2	5	3.52	.999
Average Mean				3.54	1.045

Table 4.14 shows that counties accurately evaluate the amount of work they do to determine the required staff (Mean = 2.92, SD =1.175). This indicated that the respondents were neutral with the statement. Whether their counties replace employees who leave due to retirement and other reasons to ensure no staff shortages

(Mean = 3.80, SD =.871) implies that respondents were satisfied with the statement. The results also confirmed that counties were keen on changing the nature of the work done to enhance employee productivity (Mean = 3.08, SD =1.16). Respondents were satisfied that counties use the best practices in planning for staff and the work done (Mean = 3.16, SD =1.092). Most of the study respondents indicated satisfaction with the statement that the medium used to advertise vacant positions communicates requirements clearly (Mean = 3.63, SD =1.498). Whether their organizations emphasized getting suitably qualified candidates when vacancies arose, respondents indicated satisfaction with (Mean = 3.73, SD =1.357)

From Table 4.14 on if internal advertisements in their organizations offered all employees fair chances of taking up vacant positions, the mean and standard deviations were (Mean = 3.92, SD =.827). This implied that respondents were satisfied with the statement. On whether external advertisements give people adequate time to apply for vacant positions, respondents indicated satisfaction with a (Mean = 3.27, SD =1.171).

Respondents were satisfied that their organizations, during interviews, emphasize the ability to perform job-related duties and responsibilities (Mean = 3.55, SD =1.247). On whether during interviews, the panellists allowed them to seek clarity on matters they could not understand (Mean = 3.41, SD =1.025). This implied that respondents were satisfied with the statement. Respondents were also satisfied that the interview process in their organizations is well structured (Mean = 3.94, SD =1.283). On the statement that counties offered adequate information on the nature and scope of the job during the interviews, the mean and standard deviation were (Mean = 3.51, SD =1.321). This implied that respondents agreed with the statement.

The results in Table 4.14 show that many respondents were satisfied with the statement that their counties occasionally give them performance feedback and recommend areas for improvement (Mean = 3.67, SD =1.353). On the statement that their organizations promoted qualified staff from within to take up senior positions when vacancies arise, the mean and standard deviation were (Mean = 3.63, SD =1.367). Thus, respondents were satisfied with the statement. Whether in their counties, each staff member has access to organizationally sponsored training and development opportunities, and the mean and standard deviations were (Mean = 3.89, SD =1.300).

This implied that the respondents agreed with the statement. On the statement that training and development opportunities offered by their organizations enabled them to discharge their duties effectively, respondents agreed with a (Mean = 3.52, SD = .999). The average mean and standard deviation for the responses to statements on job satisfaction were 3.54 and 1.045, respectively. This indicated that most of the respondents were agreeing with the statements.

The findings from the study indicate that counties need to emphasize on recruitment and selection strategies to promote satisfaction that is advertising internally and proper structure of interviews, respectively. In essence, people are keen on whatever happens at the place of work. This can be attributed to vast knowledge on the best practices at work. The findings agree with those of Pandey & Kumar (2011) in the study on job satisfaction in the public sector, whose results revealed that the ambivalence employees receive while working was directly linked with their satisfaction levels. Similarly, Saleem et al. (2013), in a study on determinants of job satisfaction, found that recruitment and selection influenced job satisfaction. Also, Kabak et al. (2014), in their study on strategies for employee job satisfaction in the service sector, revealed that employee training, employee relations and teamwork were significant determinants of job satisfaction. Thus, this study reinforces the importance of employee resourcing strategies in enhancing job satisfaction.

4.5 Correlation Analysis

The study employed the Pearson product-moment correlation coefficient, a widely recognized statistical tool, to analyze its data. This coefficient not only quantifies the strength of the relationship between employee resourcing strategies and job satisfaction but also indicates its direction. The results, as depicted in Table 4.15, provide a clear picture of this relationship.

The findings in Table 4.15 affirm that human resource planning strategies have a direct relationship with job satisfaction ($r = 0.862$, $p=0.00$). This suggests that effective human resource planning can lead to higher satisfaction levels. The results also indicate that recruitment strategies have a strong and direct relationship with job satisfaction ($r = 0.868$, $p=0.00$). Selection strategies were strongly related to job satisfaction ($r = 0.769$, $p=0.00$), indicating that the right selection strategies can

significantly enhance job satisfaction within your organization. Similarly, talent management strategies show a strong and direct relationship with job satisfaction ($r = 0.751$, $p = 0.00$) implying that talent management strategies are key in guaranteeing employee satisfaction.

Table 4. 15: Correlations Matrix Table

		Talent				
		HR Planning	Recruitment Strategies	Selection Strategies	Management Strategies	Job Satisfaction
HR Planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	226				
Recruitment Strategies	Pearson Correlation	.855**	1			
	Sig. (2-tailed)	.000				
	N	226	226			
Selection Strategies	Pearson Correlation	.793**	.750**	1		
	Sig. (2-tailed)	.000	.000			
	N	226	226	226		
Talent Management Strategies	Pearson Correlation	.724**	.757**	.668**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	226	226	226	226	
Job Satisfaction	Pearson Correlation	.862**	.868**	.769**	.751**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	226	226	226	226	226

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

On the strength of the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments, recruitment strategies have the highest correlation coefficients, followed by HRP, selection, and talent management strategies. This means attracting competent people during recruitment can aid in having a contented workforce in the Lake Region Economic Bloc County Governments. The study findings agree with those of Alrhaimi and Alhumshry (2015), who opined that internal recruitment practices increase employee job satisfaction. Also, it concurred with Kabeja's (2016) study on how recruitment methods influenced retention, which found that headhunting and internal promotions

increased satisfaction and reduced the levels of attrition, providing reassurance about career growth opportunities.

Human resource planning strategies were second in strength of correlation coefficients, which implies that setting the right plans for acquisition, deployment, and utilization of staff aids in having the right employees who will fit in the job and hence exhibit high levels of satisfaction in the Lake Region Economic Bloc County Governments. The study findings align with those of Junior (2018), who revealed that employees are satisfied when an organization embraces suitable human resource planning strategies because they feel that they are part and parcel of the process and can have equal opportunities for career growth and advancement. Besides, Aregawi and Vijaya (2023), in their study on organizational restructuring and job satisfaction, found that restructuring strategies had a strong and positive correlation with job satisfaction. This means that restructuring eases work by introducing new methods and technologies that make work more enjoyable leading to satisfaction. According to the study findings, recruitment provides a pathway for prospective candidates to join the organization. Therefore, HR managers and organizational leaders in the Lake Region Economic Bloc County Governments must enhance awareness of the available vacancies so that more qualified people can show interest in the positions. There is also a need to blend the recruitment methods as circumstances dictate. For instance, organizations should prioritize internal advertisements if the available people possess the required capabilities. By doing so, the staff will be motivated and satisfied since the counties offer opportunities for growth from within.

Selection strategies and talent management strategies are third and fourth in terms of strength of association with job satisfaction in the Lake Region Economic Bloc County Governments, respectively. These strategies are dependent on human resource planning and recruitment strategies that sets a basis for their implementation. When human resource planning and recruitment strategies are well-formulated, selection and talent management strategies play a complementary role, leading to a decline in their correlation with job satisfaction in the Lake Region Economic Bloc County Governments.

In a nutshell, from the correlation coefficients table, all the employee resourcing strategies in human resource planning, recruitment, selection and talent management

had a strong, positive and significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments. Therefore, implementation of the strategies will enhance the job satisfaction of employees.

4.6 Test of Assumptions

Before undertaking regression analysis, diagnostic tests/test of assumptions were undertaken to assess the model based on assumptions. In this study, the diagnostic tests that were done include; normality, multicollinearity, autocorrelation and homoscedasticity. The essence of the tests is to guarantee accuracy in interpretation of the regression results.

4.6.1: Normality Test

In testing for normality, the Kolmogorov-Smirnov test was used. The test was suitable because the study observations exceeded 50. The test results are presented in Table 4.16.

Table 4. 16: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Human Resource Planning	.197	226	.055	.882	226	.230
Recruitment Strategies	.127	226	.200	.935	226	.200
Selection Strategies	.123	226	.230	.929	226	.400
Talent Management Strategies	.226	226	.133	.868	226	.351
Public Service Culture	.115	226	.340	.934	226	.230
Job Satisfaction	.160	226	.210	.896	226	.100

a. Lilliefors Significance Correction

Tabachnick and Fidel (2013) assert that the rule of thumb for conducting normality tests is that they should not be significant; in this case, the P values should be more than 0.05.

The results presented in Table 4.15 for the Kolmogorov-Smirnov test indicate significance levels above 0.05. Thus, the data was normally distributed and fit for multivariate analysis.

4.6.2 Multicollinearity

The variance inflation factor (VIF) was used to test for multicollinearity. According to Field (2009), multicollinearity is frequently seen when the VIF value is greater than 10. Table 4.17 illustrates the multicollinearity results.

Table 4.17 shows that all the variables had a VIF of less than 10. Also, the tolerance values for all the variables were less than 1. Thus, multicollinearity never existed.

Table 4. 17: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Human Resource Planning	.212	4.714
Recruitment Strategies	.223	4.488
Selection Strategies	.344	2.905
Talent Management Strategies	.396	2.525

4.6.3 Autocorrelation Test

The Durbin-Watson test was used to test for autocorrelation. The Durbin-Watson test values range from 0-4. A Durbin-Watson statistic value of 2.0 indicates that a sample has no autocorrelation. Kyengo (2019) asserts that a Watson statistical value of between 1.5-2.5 implies that the sample is normal. The Table 4.18 presents the autocorrelation results.

Table 4. 18: Autocorrelation Test

Std. Error of the Estimate	Durbin-Watson
.37217	1.512

The number for Durbin-Watson ($D=1.512$), as shown in the Table 4.18, is within the permitted range of 1 to 2.5, as proposed by Kyengo (2019) demonstrating that the residuals were not serially correlated.

4.6.4 Homoscedasticity Test

Allison (2015) notes that heteroscedasticity shows whether there are differences in variances of study observations, while homoscedasticity is based on the widely accepted assumption that there are no differences in variations between observations. The linear regression models anchor on the assumption of homoscedasticity known as 'same variance'. In instances where all the independent variable values have the same error term when interacting with the dependent variable, commonly referred to as 'noise' or a random disturbance in the interaction, it is presumed that homoscedasticity is present. The scatter plot in Figure 4.1 further reinforces this common understanding of homoscedasticity, which illustrates the connections between the study variables.

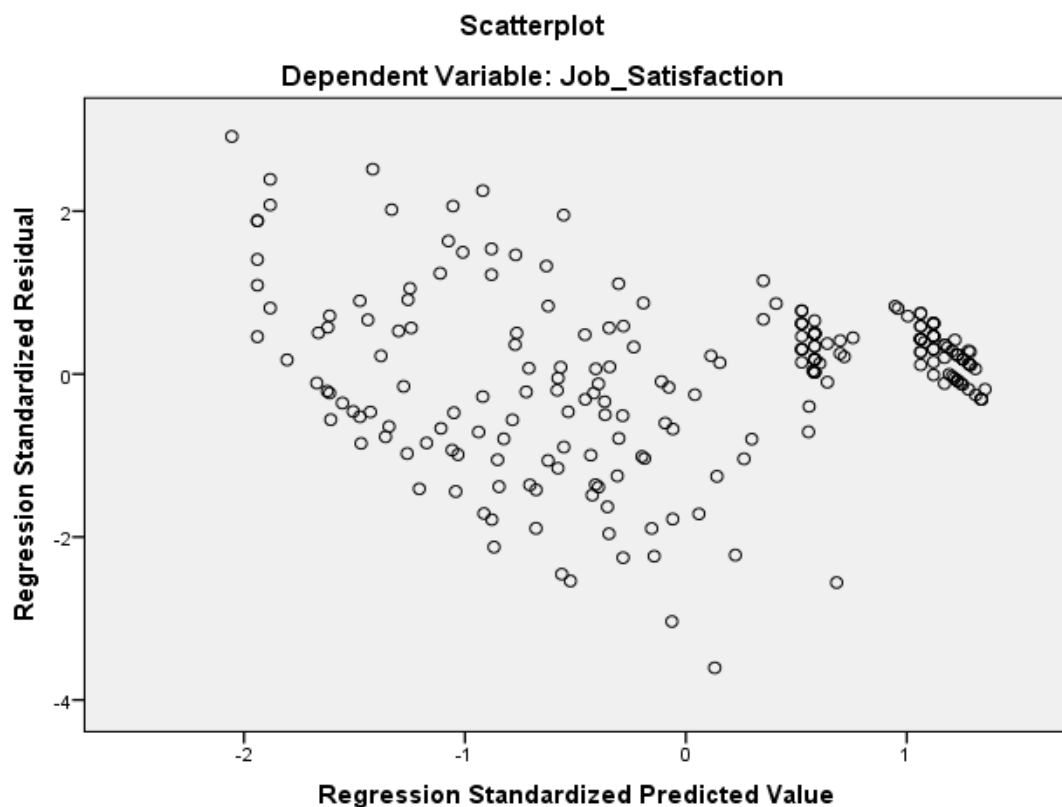


Figure 4. 1 : Scatter Plot for Homoscedasticity

From the results presented by the scatter plot in Figure 4.1, job satisfaction and employee resourcing strategies in the LREB County Governments in Kenya have an approximate linear relationship. Therefore, it implies that there is homoscedasticity.

4.7 Regression Analysis

Regression analysis was done to investigate the relationships between variables of the study. In this section, the results, discussions and interpretation of hypotheses tests and quantitative analyses are presented.

4.7.1 The Relationship between Human Resource Planning Strategies and Job Satisfaction

The first objective examined the relationship between human resource planning strategies and job satisfaction the LREB County Governments in Kenya. The hypothesis stated;

H₀₁: Human resource planning strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

The simple regression equation used in testing hypothesis was;

$$Y = \beta_0 + \beta_1 X_1 + \epsilon \dots \dots \dots (i)$$

The model summary is illustrated in Table 4.19.

Table 4. 19: Model Summary for HRP Strategies and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.742	.741	.44222

Predictors: (Constant), Human Resource planning

The model summary in Table 4.19 indicates a coefficient of determination of ($R^2 = 0.742$), indicating the strong and significant relationship between HRP strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya. This finding suggests that 74.2% of the changes in job satisfaction can be attributed to

HRP strategies, with the remaining 25.8% influenced by factors other than HRP strategies. The regression equation, with its R^2 value closer to 1, is a potent tool for making predictions.

ANOVA results are also detailed in Table 4.20

From Table 4.20, with a significance of .000, less than 0.05, the ANOVA results in Table 4.20 confirm the fit of the study model in predicting the relationship between human resource planning and job satisfaction. In that regard, human resource planning strategies can predict job satisfaction. Hence, rejecting the null hypothesis, concluding that human resource planning strategies indeed have a statistically significant relationship with job satisfaction in the LREB County Governments in Kenya.

Table 4. 20: ANOVA for HRP Strategies and Job Satisfaction

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	126.262	1	126.262	645.663	.000b
	Residual	43.804	224	.196		
	Total	170.066	225			

Dependent Variable: Job Satisfaction

Predictors: (Constant), Human Resource

The relevance of our findings is further supported by the regression coefficients, illustrated in Table 4.21.

Table 4. 21: Coefficients for HRP Strategies and Job Satisfaction

		Unstandardized		Standardized		
Model		Coefficients	Std. Error	Coefficients	T	Sig.
1	(Constant)	.211	.134		1.576	.017
	Human Resource Planning	.939	.037	.862	25.410	.000

a. Dependent Variable: Job Satisfaction

The regression coefficients in Table 4.21, indicate unstandardized beta coefficient of 0.939 with a significance of .000. This means that a unit change in HRP strategies

improved job satisfaction by 0.939 units. Also, the constant is at .211, that implies that in the absence of human resource planning strategies job satisfaction in the Lake Region Economic Bloc will be at .211. The t-test value is at 25.410, a strong confirmation that Human resource planning strategies significantly predict job satisfaction because its effect is 25 times relative to the standard error. These coefficient results lead to the following specific model illustrated below;

$$Y = 0.211 + 0.939X_1$$

The study results, imply that human resource planning strategies have a positive, direct and significant relationship with job satisfaction in Lake Region Economic Bloc County Governments. It was in tandem with the findings of Adebayo (2019) in a study on organizational support and commitment to employee job satisfaction at a forestry research institute in Nigeria. Their findings revealed that organizational support and commitment significantly increased job satisfaction, aligning with this study. This alignment is further strengthened by the findings of Mutua (2019), who also recommended a regular review of organizational schemes of service to curb stagnation in one job group, a recommendation that echoes this study. On the other hand, the study differs with the findings of Muchlisa, et al., (2023) who found that restructuring strategies have an indirect relationship with job satisfaction. This can be attributed to the fact that organizational restructuring in most cases focuses on needs of employers and not employees and in some cases can result in redundancies that negatively affect employees.

4.7.2 The Relationship between Recruitment Strategies and Job Satisfaction

The second objective assessed the statistical relationship between recruitment strategies and job satisfaction in the LREB County Governments in Kenya. The hypothesis stated that;

H₀₂: Recruitment strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

The simple regression equation below was used to test hypothesis;

$$Y = \beta_0 + \beta_2X_2 + \epsilon \dots\dots\dots (ii)$$

The model summary is illustrated in the Table 4.22 below.

Table 4. 22: Model Summary for Recruitment Strategies and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.753	.751	.43340

a. Predictors: (Constant), Recruitment Strategies

The model summary presented in Table 4.22 indicate a coefficient of determination ($R^2=0.753$) that implies that 75.3% of the changes in job satisfaction in the LREB County Governments can be attributed to recruitment strategies and the remaining 24.7% is attributed to other factors other than recruitment strategies.

The ANOVA results are presented in Table 4.23.

The ANOVA results in Table 4.23 show a significance of 0.000, which is less than 0.05. This indicates that the model on recruitment strategies and job satisfaction is fit to make predictions. Hence, the null hypothesis that recruitment strategies do not have a statistically significant relationship with job satisfaction in the LREB County Governments in Kenya is rejected.

Table 4. 23: ANOVA for Recruitment Strategies and Job Satisfaction

		Sum of	Mean			
Model		Squares	Df	Square	F	Sig.
1	Regression	127.991	1	127.991	681.400	.000 ^b
	Residual	42.075	224	.188		
	Total	170.066	225			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Recruitment Strategies

This finding confirms that recruitment strategies significantly relate to job satisfaction in the LREB Governments in Kenya, underscoring the importance of this research in the field of human resources.

The regression coefficients are presented in Table 4.24.

Table 4. 24: Coefficients for Recruitment Strategies and Job Satisfaction

		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	T
1	(Constant)	.415	.123		3.378
	Recruitment Strategies	.821	.031	.868	26.104
					.001

a. Dependent Variable: Job Satisfaction

The regression coefficient Table 4.24 indicates unstandardized beta value of 0.821 at a significance of .000, less than the standard probability of 0.05. The result implies that a change in recruitment strategies by a single unit increases job satisfaction by 0.821 units. The t-test value is at 26.104, which means that recruitment strategies significantly predict job satisfaction since their effect is 26 times relative to the standard error. The coefficient results lead to the following specific model illustrated below;

$$Y = 0.415 + 0.821X_2$$

These results imply that recruitment strategies have a positive, direct and significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments. In this case if effective recruitment strategies are applied by the counties, job satisfaction will increase. The finding aligns to those Junior's (2018) that indicated that recruitment strategies when applied efficiently and effectively, they fulfil organizational human resource needs and result in job satisfaction. The findings also tally with those of Miheso, Manyasi, and Wanjere (2019), who recommended that recruitment practices be above board based on merit because they influence employees' attitudes towards the organization.

4.7.3 The Relationship between Selection Strategies and Job Satisfaction

The third objective examined selection strategies' relationship with job satisfaction in the LREB County Governments in Kenya. The study hypothesis stated that;

H₀₃: Selection strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

The simple regression equation below was used to test hypothesis.

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon \dots\dots\dots (iii)$$

The Table 4.25 illustrates the model summary.

Table 4. 25: Model Summary for Selection Strategies and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.589	.55735

a. Predictors: (Constant), Selection Strategies

The results in the model summary Table 4.25 indicate a coefficient of determination ($R^2 = .591$). This means that 59.1% of job satisfaction in the LREB county governments can be explained by selection strategies, and the remaining 40.9% can be attributed to other factors.

The ANOVA results are presented in Table 4.26.

The ANOVA results in Table 4.26 were at $F = 323.467$ and a significance of .000, less than 0.05. The results implied that the selection strategies model was fit to make predictions. Therefore, the null hypothesis was rejected.

Table 4. 26: ANOVA for Selection Strategies and Job satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.482	1	100.482	323.467	.000 ^b
	Residual	69.584	224	.311		
	Total	170.066	225			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Selection Strategies

Table 4.27 illustrates the regression coefficients.

The regression coefficient Table 4.27 shows a beta coefficient of 0.821 at a significance of .000, less than the standard probability of 0.05. These results imply that a change in selection strategies by one unit, increases job satisfaction by .821 units.

Table 4. 27: Coefficients for Selection Strategies and Job Satisfaction

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.597	.167		3.567	.000
	Selection Strategies	.821	.046	.769	17.985	.000

a. Dependent Variable: Job Satisfaction

Furthermore, the t-test value, as seen in Table 4.27, stands at 17.985. This value serves as a strong confirmation that selection strategies are indeed significant predictors of job satisfaction, as their effect is 17 times the standard error. The coefficient results culminate in the following specific model, as illustrated below;

$$Y = 0.597 + 0.821X_3$$

These findings indicate that selection strategies have a positive, direct and significant relationship with job satisfaction. They are compatible with those of Goma et al. (2014) in their study evaluating recruitment and retention strategies for health workers in Zambia. Their study found that recruitment strategies significantly influenced retention. Similarly, Nyangaresi et al. (2015) alluded that political interference in selecting people to work in the county governments was counterproductive. The study indicated that political interference negatively influenced the motivation and satisfaction of many employees. Hence, their morale and output declined.

4.7.4 The Relationship between Talent Management Strategies and Job Satisfaction

The fourth objective examined whether talent management strategies had a relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya. The study hypothesis stated;

H₀₄: Talent management strategies do not have a statistically significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

The regression model below was used in testing the hypothesis.

$$Y = \beta_0 + \beta_4 X_4 + \epsilon \dots \dots \dots (iv)$$

The model summary results are presented in Table 4.28.

Table 4. 28: Model Summary for Talent Management Strategies and Job Satisfaction

Model	R	R Square	Adjusted R	
			Square	Std. Error of the Estimate
1	.751 ^a	.564	.562	.57556

a. Predictors: (Constant), Talent Management Strategies

As per the model summary Table 4.28, the coefficient of determination ($R^2=0.564$, this implies that talent management strategies can explain 56.4% of the changes in job satisfaction in the LREB County governments in Kenya and the remainder 43.6% of the changes were as a result of other factors other than talent management strategies.

The ANOVA results in Table 4.29 indicate $F = 289.377$, at a significance of 0.000 that is less than the standard probability 0.05. This implies that the model of talent management strategies is suitable in making predictions. Thus, the null hypothesis is rejected.

Table 4. 29: ANOVA for Talent Management Strategies and Job Satisfaction

		Sum of		Mean Square	F	Sig.
Model		Squares	Df			
1	Regression	95.862	1	95.862	289.377	.000 ^b
	Residual	74.204	224	.331		
	Total	170.066	225			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Talent Management Strategies

Table 4.30 illustrates the regression coefficients.

From the coefficient Table 4.30, beta value is at 0.807 at a significance of .000 that is less than the standard probability of 0.05. Based on the results, a change in talent management strategies by a unit in the LREB County Governments increases job satisfaction by 0.807 units.

Table 4. 30: Coefficients for Talent Management Strategies and Job Satisfaction

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.732	.169		4.328	.000
	Talent Management Strategies	.807	.047	.751	17.011	.000

a. Dependent Variable: Job Satisfaction

Table 4.30 results indicate a t-test value = 17.011, which confirms that talent management strategies significantly predict job satisfaction because their effect is 17 times greater than the standard error. The coefficient results, which are used to develop the specific regression equation, aid in understanding the relationship between talent management strategies and job satisfaction.

$$Y = 0.732 + 0.807X_4$$

The study results show that talent management strategies have a positive, direct and significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments. The study results matched the findings of Alparslan and Saner (2020), who observed that talent management positively and significantly influenced employee job satisfaction. Importantly, this study found that in-service training significantly moderated these relationships, indicating its crucial role in enhancing job satisfaction. The findings also concur with the findings of Singh and Sharma (2015), which showed that organizations employed two categories of talent management tactics; "short-term and long-term strategies". Short-term strategies resulted in an optimal benefit to the organization. In contrast, long-term strategies promoted individuals' career growth, sustained better performance by organizations, and increased the commitment of employees.

4.7.5 Multiple Regression Analysis

To assess the overall relationship between employee resourcing strategies and job satisfaction in the LREB County Governments, multiple linear regression analysis was used

The model summary is illustrated in the Table 4.31.

The model summary in the Table 4.30 shows a coefficient of determination ($R^2=0.820$). Thus, implies that 82% of the changes job satisfaction in the LREB County Governments in Kenya can be explained by employee resourcing strategies. Thus, other factors that were not considered in the study could explain the remaining 18% of the changes in job satisfaction. This means the model predicted a greater percentage of the change in job satisfaction.

Table 4. 31: Model Summary of Employee Resourcing Strategies and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.820	.817	.37217

a. Predictors: (Constant), Talent Management Strategies, Selection Strategies, Recruitment Strategies, Human Resource Planning

The ANOVA results are illustrated below.

Table 4. 32: ANOVA of Employee Resourcing Strategies and Job Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	139.456	4	34.864	251.707	.000 ^b
	Residual	30.611	221	.139		
	Total	170.066	225			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Talent Management Strategies, Selection Strategies, Recruitment Strategies, Human Resource Planning

The ANOVA Table 4.32 indicates $F = 251.707$, $p=.000$ that is less than the standard probability, that imply that the model is statistically significant and fit to make predictions on employee resourcing strategies and job satisfaction in the LREB County Governments.

The regression coefficients are illustrated in Table 4.33.

Table 4. 33: Coefficients of Employee Resourcing Strategies and Job Satisfaction

		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.120	.123		.981	.028
	Human Resource Planning	.370	.068	.340	5.485	.000
	Recruitment Strategies	.365	.057	.386	6.385	.000
	Selection Strategies	.131	.052	.122	2.511	.013
	Talent Management Strategies	.141	.049	.131	2.889	.004

Dependent Variable: Job Satisfaction

The regression coefficients in Table 4.33 (unstandardized coefficients) the constant is .120, indicating that without employee resourcing strategies job satisfaction in Lake Region Economic Bloc County Governments will be at .120 units. The coefficient for human resource planning strategies is at .370, which implies that other factors held constant a unit change in human resource planning strategies could result to an increase in job satisfaction by .370 units. The beta coefficient for recruitment strategies is at .365, which indicates that all factors held constant an increase in recruitment strategies by one unit causes an improvement on job satisfaction by .365 units. The coefficient for talent management strategies is at .141 that means that all other factors kept constant a unit increment on recruitment strategies causes an increase on job satisfaction by .141 units. Finally, the coefficient for selection strategies is at .131 that implies that while all factors are held constant, a unit increase of selection strategies improves job satisfaction by .131 units. Notably, the level of significance for variables are human resource planning= .000, recruitment=.000, talent management strategies=.004 and selection strategies=.013. All the p values are less than 0.05 that is the significance level. Therefore, it was concluded that all employee resourcing strategies considered in the study can predict job satisfaction in the Lake Region Economic Bloc County Governments.

Table 4.33 results aided in generating the multiple linear regression model below.

$$Y = 0.120 + 0.370X_1 + 0.365X_2 + 0.131X_3 + 0.141X_4$$

The study results imply that employee resourcing strategies have a significant and direct relationship with job satisfaction in the Lake Region Economic Bloc County Governments. Counties in the region should seek to have proactive human resource planning strategies that are linked to the overall strategy, followed by well-structured recruitment strategies that will attract the suitably qualified prospective candidates, embrace best practices in talent management strategies that offer all staff equal chances to hone their skills and lastly use reliable tools during interviews to ensure that staff engaged perfectly fit the jobs.

4.8 Moderating Effect of Public Service Culture in The Relationship Between Employee Resourcing Strategies and Job Satisfaction

The fifth objective sought to establish whether the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya was moderated by public service culture. Hence, the following major hypothesis was tested;

H₀₅: Public service culture has no statistically significant moderating effect on the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments in Kenya.

The model summary is presented in Table 4.34.

Table 4. 34: Model Summary on the Moderating Effect

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square Change	F Change	df1	Sig. F Change
1	.906 ^a	.820	.37217	.820	251.707	4	.000
2	.920 ^b	.847	.34653	.027	9.478	4	.000

a. Predictors: (Constant), Talent Management Strategies, Selection Strategies, Recruitment Strategies, Human Resource Planning

b. Predictors: (Constant), Talent Management Strategies, Selection Strategies, Recruitment Strategies, Human Resource Planning, X3M, X2M, X4M, X1M

Table 4.34 revealed a coefficient of determination ($R^2=0.82$) before moderation and a coefficient of determination ($R^2=0.847$) after moderation. This means that employee resourcing strategies alone could explain 82% of the variance in job satisfaction in the counties forming the Lake Region Economic Bloc. Importantly, in the presence of public service culture, 84.7% of the variations in job satisfaction could be explained by both public service culture and employee resourcing strategies. This demonstrates that public service culture accounts for 2.7% of the changes. Therefore, adherence to public service culture will enhance the overall job satisfaction in the Lake Region Economic Bloc County Governments. The study findings are supported by those of Goranak et al., (2019) who found a significant positive correlation between organizational cultural values and job satisfaction. Also, a study by Zhang (2023) revealed that public service motivation is as a result of following the public service culture which leads to workers satisfaction by ensuring that that no employee suffers from burnout while at work. In this case, work is balanced and everyone is optimally engaged.

The ANOVA results are presented in Table 4.35.

The ANOVA results in Table 4.35 reveal that public service culture moderates the relationship between employee resourcing strategies and job satisfaction in the LREB County Governments in Kenya at ($F = 149.906$, $p=0.000$). The p-value, a measure of significance, is below 0.05, indicating a significant relationship. This finding rejects the null hypothesis, which suggests that public service has no moderating effect on the relationship between employee resourcing strategies and job satisfaction.

Table 4. 35: ANOVA on the Moderating Effect of Public Service Culture

		Sum of				
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	139.456	4	34.864	251.707	.000 ^b
	Residual	30.611	221	.139		
	Total	170.066	225			
2	Regression	144.008	8	18.001	149.906	.000 ^c
	Residual	26.058	217	.120		
	Total	170.066	225			

These findings indicate that employee resourcing strategies together with the moderator have a significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments. The finds emphasize on the benefits accrued from adhering to public service culture in implementing employee resourcing strategies. Therefore, it provides a solid foundation for further research and policy development in the field of public service culture and job satisfaction.

Table 4.36 shows the regression Coefficients.

Table 4. 36: Coefficients on the Moderating Effect of Public Service Culture

	Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.120	.123		.981	.028
	Human Resource Planning	.370	.068	.340	5.485	.000
	Recruitment Strategies	.365	.057	.386	6.385	.000
	Selection Strategies	.131	.052	.122	2.511	.013
	Talent Management Strategies	.141	.049	.131	2.889	.004
2	(Constant)	.823	.224		3.676	.000
	Human Resource Planning	.495	.267	-.455	-1.857	.065
	Recruitment Strategies	.083	.227	.087	.364	.716
	Selection Strategies	.457	.225	.428	2.035	.043
	Talent Management Strategies	.444	.226	.413	1.964	.051
	X1M	.252	.087	.587	2.881	.004
	X2M	.048	.071	.337	.680	.017
	X3M	.088	.062	.539	1.418	.028
	X4M	.142	.076	.867	1.872	.042

a. Dependent Variable: Job Satisfaction

The coefficients Table 4.36 (unstandardized coefficients) indicate a constant of 0.823 that implies that in the absence of public service culture and employee resourcing strategies job satisfaction at the Lake region Economic Bloc County governments will be at 0.823 units. In case other factors are held constant a unit increase in human resource planning strategies and public service culture could result to an increase in job satisfaction by .252 units, a unit increase in talent management strategies and public service resulted in an increase of job satisfaction by .142 units, a unit increase in selection strategies and public service culture results in improvement in job satisfaction by .088 units and a unit increase in recruitment strategies and public service culture makes job satisfaction to increase by .048 units. The p values for HRP strategies and public service culture=.005, talent management strategies and job satisfaction =.045, recruitment strategy and public service culture =.017 and selection strategies and job satisfaction=.028. In all the cases, the p values are less than the significance level of .05. This implies that employee resourcing strategies under moderation by public service culture have a direct positive and significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments.

The coefficient results aided in formulation of the multiple linear regression model below.

$$Y = 0.823 + 0.252X_1M + 0.048X_2 M + 0.088X_3M + 0.142X_4M$$

The study findings reveal that public service culture plays a critical role in promoting satisfaction. Therefore, as counties in the Lake Region Economic bloc embrace employee resourcing strategies, they have to adhere to the values of accountability, transparency and fairness. It is notable that technology has enlightened people and they are well apprised of their rights because they can access information on the best practices and failure to meet the set expectations can lead to dissatisfaction.

4.9 Chapter Summary

The study findings indicate that human resource planning, recruitment, selection and talent management strategies have a positive and significant relationship with job satisfaction in the Lake Region Economic Bloc County governments. The strength of the relationship is in the following order recruitment strategies, human resource planning strategies, selection strategies and talent management strategies. Further,

public service culture had a positive and significant moderating role the relationship between employee resourcing strategies and job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study assessed the relationship between employee resourcing strategies and job satisfaction in the LREB County Governments in Kenya, with an emphasis on the moderating effect of public service culture. From the research findings, all employee resourcing strategies had a significant relationship with job satisfaction and the R^2 showed that all variables had a strong relationship in this order recruitment strategies=75.6%, human resource planning strategies=74.2%, selection strategies=59.1% and talent management strategy=56.4%. The moderating variable had a positive relationship and therefore it played a positive role in moderating employee resourcing strategies and job satisfaction and increased its relationship by 2.7%. This section summarizes each study variable's descriptive and inferential findings.

5.1.1 Human Resource Planning Strategies and Job Satisfaction

The first objective of the study required an exploration of the relationship between HR planning strategies and job satisfaction in the LREB County Governments in Kenya. The results revealed that in determining the number of staff, the people requiring particular services in counties must be a key consideration ($M=3.85$, $S=1.330$) and counties must set human resource plans that are achievable to promote satisfaction ($M=4.39$, $S=0.490$). These findings underscore the importance of human resource planning strategies for organizations to anticipate, manage, and leverage their human capital effectively, thereby driving sustainable growth, resilience, and competitive advantage in a dynamic business environment.

The analysis of the correlation between human resource planning strategies and job satisfaction yielded a significant result. It revealed a statistically significant positive relationship ($r = 0.862$, $p=0.00$), indicating that effective HR planning strategies can significantly enhance job satisfaction. From regression analysis, R^2 is at 0.742 implying that 74.2% of the changes in job satisfaction can be attributed to HRP strategies. The regression equation, with its R^2 value closer to 1, is a potent tool for

making predictions. The ANOVA results are at a significance of 0.000 which is less than the standard probability value of 0.05 implying that the model was fit in making predictions. Therefore, human resource planning strategies had a statistically significant relationship with job satisfaction in the LREB County Governments in Kenya. As a result, the null hypothesis was unequivocally rejected.

5.1.2 Recruitment Strategies and Job Satisfaction

The second objective assessed the relationship between recruitment strategies and job satisfaction in the LREB County Governments in Kenya. The study findings show that counties emphasize on external recruitment approaches that is by use of newspapers, websites and public notice boards ($M=4.02$, $S=1.430$) and advertisement messages are clear on the requirements of the job to enhance employee job satisfaction ($M=4.14$, $S=1.324$).

The correlation analysis examined the relationship between recruitment strategies and job satisfaction. The results showed a strong, positive, and significant relationship between recruitment strategies and job satisfaction ($r = 0.868$, $p=0.00$). The simple regression analysis, which also demonstrated a positive relationship with the statistical significance, further validated this. The model summary, with a coefficient of determination of 0.753, indicates that a significant 75.3% of the changes in job satisfaction in the LREB County Governments can be attributed to recruitment strategies. The ANOVA results are at a significance of 0.000 which is less than the standard probability value of 0.05 implying that the model was fit in making predictions. Therefore, recruitment strategies had a statistically significant relationship with job satisfaction in the LREB County Governments in Kenya. The research findings led to the rejection of the null hypothesis.

5.1.3 Selection Strategies and Job Satisfaction

Objective three, which explored the relationship between selection strategies and job satisfaction, yielded significant findings. The study results found that the areas of emphasis in selection strategies in counties are the knowledge, skills and competencies that are blended with the fit into the organizational culture and values increased job

satisfaction ($M=4.39$, $S=0.490$). Besides, selection process aided in identifying and hiring qualified people enhancing employee job satisfaction ($M=3.79$, $S=1.289$).

The correlation analysis revealed a strong, positive, and significant relationship between selection strategies and job satisfaction ($r = 0.769$, $p=0.000$). The regression analysis results, the model summary, with a coefficient of determination of 0.591, indicates that a significant 59.1% of the changes in job satisfaction in the LREB County Governments can be attributed to selection strategies. The ANOVA results are at a significance of 0.000 which is less than the standard probability value of 0.05 implying that the model was fit in making predictions. Therefore, selection strategies had a statistically significant relationship with job satisfaction in the LREB County Governments in Kenya. This strong evidence led to rejecting the null hypothesis.

5.1.4 Employee Talent Management Strategies and Job Satisfaction

The study's findings revealed a positive relationship between talent management strategies and job satisfaction in the LREB County Governments. The findings revealed that counties focused on formulation of well-integrated talent management strategies ($M=3.86$, $S=0.837$) and giving employees performance feedback to enhance job satisfaction ($M=3.67$, $S=1.22$).

The correlation analysis revealed a strong, positive, and significant relationship between talent management strategies and job satisfaction ($r = 0.751$, $p = 0.00$). The regression analysis results, the model summary, with a coefficient of determination of 0.564, indicates that a significant 56.4% of the changes in job satisfaction in the LREB County Governments can be attributed to talent management strategies. The ANOVA results are at a significance of 0.000 which is less than the standard probability value of 0.05 implying that the model was fit in making predictions. Therefore, talent strategies had a statistically significant relationship with job satisfaction in the LREB County Governments in Kenya. This led to rejecting the null hypothesis, further reinforcing the importance of effective talent management strategies.

5.1.5 The Moderation Role of Public Service Culture in Relationship Between Employee Resourcing Strategies and Job Satisfaction

The fifth objective of this research focused on examining whether public service culture moderated the relationship between employee resourcing strategies and job satisfaction in the LREB county governments. The study findings indicated that public service culture influences job satisfaction in counties (M=3.76, S=0.532) and counties focus on accountability of all officers and hold them responsible (M=3.65, S=1.499).

In testing the moderating effect, first, the direct relationship was assessed by regressing job satisfaction on each predictor variable to establish its statistical significance. Then, hierarchical regression analysis was used to test for moderation of public service culture on the association of sourcing strategies for workers and job satisfaction.

The findings of this study are significant and have practical implications. The R square before moderation was 0.820 and the R square after moderation was 0.847. They revealed that the relationship between employee resourcing strategies and job satisfaction increased by 0.027 when public service culture was introduced. Therefore, when public service is introduced, job satisfaction increases by 2.7%. This underscores the real-world importance of public service culture in enhancing job satisfaction among county workers. In conclusion, public service culture can significantly boost the relationship between employee resourcing strategies and job satisfaction, offering an avenue for improving workplace satisfaction.

5.2 Conclusion

This study presents significant findings on the relationship between employee resourcing strategies and job satisfaction among Lake Region Economic Bloc County government staff. It provides a comprehensive understanding of the relationship between human resource planning, recruitment, selection, employee talent management strategies, and job satisfaction. Importantly, the study offers insights to the potential moderating role of public service culture, offering valuable acumens for HR professionals and policymakers in the Lake Region Economic Bloc County governments. The study findings ranked the employee resourcing strategies in terms

of how they relate with job satisfaction in this order; recruitment strategies, human resource planning strategies, selection strategies and talent management strategies. Therefore, it can be concluded that all the employee resourcing strategies had a positive and significant relationship with job satisfaction in the Lake Region Economic Bloc County Governments.

Human resource planning strategies play a pivotal role in enhancing job satisfaction and overall productivity. Therefore, when counties formulate human resource planning strategies, they should take into consideration aspects like workload and the human resource strategies should be achievable to contribute to a more satisfying work environment, fostering a sense of optimism and hope for improved job satisfaction.

The second objective assessed the relationship between recruitment strategies and satisfaction with the job. Statistical results revealed that recruitment strategies are significantly related to job satisfaction. In that regard, counties should emphasize on external recruitment approaches that is by use of newspapers, websites and public notice boards and use clear messages on the requirements of the job to enhance employee job satisfaction.

The third objective evaluated the relationship between strategies for selection and job satisfaction. The study results found that selection strategies positively related to job satisfaction. Therefore, during selection, counties should emphasize on knowledge, skills and competencies and blend them with the ease of the candidates in fitting into the organizational culture and values to promote job satisfaction.

The study's fourth objective was to examine whether employee talent management strategies relate to work satisfaction. The study findings indicate that talent management strategies are positively related with job satisfaction. Therefore, counties should focus on formulation on well-integrated talent management strategies and giving employees performance feedback to enhance job satisfaction

Lastly, results on whether public service culture moderated the relationship between employee resourcing strategies and job satisfaction indicated a moderating effect of 2.7%. It was established that employee resourcing strategies and public service culture explain 84.7% of the job satisfaction in the LREB County Governments in Kenya. In comparison, employee resourcing strategies alone had a combined effect of 82%.

Therefore, it is concluded that public service culture significantly moderates the relationship between employee resourcing strategies and job satisfaction in the LREB County Governments in Kenya.

The objectives after the study may be arranged in order of relationship according to respondents as follows and as per the hypotheses, where the null hypotheses were rejected. Thus, there is a significant relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments. Also, public service culture moderates the relationship between employee resourcing strategies and job satisfaction in the Lake Region Economic Bloc County Governments.

5.3 Recommendations

5.3.1 Recommendation for Policy and Managerial Practice

Proper formulation and implementation employee resourcing strategies by counties results in improved job satisfaction. Therefore, counties should harness their employee resourcing strategies to create a friendly working environment and promote job satisfaction.

The research findings underscore the crucial role of policy makers and practitioners in enhancing employee satisfaction. By integrating and fortifying employee resourcing strategies into county government policies, they can significantly contribute to the well-being of the workforce. Policy makers and practitioners should consider these findings as they formulate policies, understanding that it may require additional tactics that work well together to maintain and guarantee increased satisfaction of workers at their respective jobs.

Also, the results have indicated that human resource planning strategies enhance job satisfaction, and counties need to evaluate workload and set feasible human resource planning strategies. On talent management strategies, counties should formulate strategies that are in tandem with the overall organizational strategy and embrace the continuous feedback on performance of staff to enhance satisfaction. On selection strategies, counties should focus not only on the competencies, skills and abilities but also on the possibility of prospective candidates fitting into the organizational culture

and values to boost satisfaction. On recruitment strategies, external sourcing of staff should be encouraged and the messaging on the requirements for one to fit the job during advertisement must be clear to increase job satisfaction.

The study recommends that Lake Region Economic Bloc Governments put emphasis on employee resourcing strategies in this order, recruitment strategies, human resource planning strategies, selection strategies and talent management strategies.

The study informs policy on prioritizing on employee involvement in formulation of employee resourcing strategies to enhance job satisfaction.

5.3.2 Recommendation for Further Research

The study recommends that a similar study needs to be undertaken in other public sector institutions to explore the relationship between employee resourcing strategies and job satisfaction.

Further, it recommends that the moderating variable-public service culture requires to be investigated further to in terms of its role in employee resourcing and job satisfaction.

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APPENDICES

Appendix 1: A Letter of Introduction from Researcher

INTRODUCTION LETTER

Dear Respondent,

RE: A REQUEST FOR A CONSENT TO GATHER DATA FOR ACADEMIC PURPOSES

I am a PhD student at the Murang'a University of Technology; researching a practical problem in my area of specialization is one of the requirements for the award of the degree. I seek to "Assess Relationship Between Employee Resourcing Strategies and Job Satisfaction in the Lake Region Economic Bloc County Governments, Kenya." Kindly spare time to assist in responding to the questioned I have provided in the questionnaire attached. I will use the information for academic purposes and shall be safety used with the required confidentiality it needs. I will sincerely appreciate any help that you will offer.

With regards,



Joash Amenya Omosa

Appendix 2: Questionnaire

ASSESSMENT OF EMPLOYEE RESOURCING STRATEGIES ON JOB SATISFACTION; LAKE REGION ECONOMIC BLOC COUNTY GOVERNMENTS, KENYA.

This questionnaire assists in getting information for the purpose of academic research from the respondents (workers) in your company. Kindly assist me by providing accurate information to complete the project. Please answer all the questions.

PART A: DEMOGRAPHIC INFORMATION OF THE RESPONDENTS

Please Tick (✓) where appropriate

1. Gender

Male ☐ Female ☐

2. What is the level of your educational achievement

High school certificate ☐ Certificate ☐ Diploma ☐ Undergraduate degree ☐

Postgraduate Degree Level ☐

Others: (specify) _____

3. Year while working in your company.

1 to 4 years ☐

5 to 9 years ☐

Above 9 years ☐

4. Age of the participant

18 to 35 years ☐

36 to 45 years ☐

46 to 50 years ☐

More than 50 years ☐

5. Indicate the level of management. ☐ Top level of management ☐ Middle management level ☐ Lower employee level ☐

PART B: Employee Resourcing Strategies

i). Strategies on Human Resource Planning

Please tick the extent of your agreement with the statement on human resource planning strategies in your company

On a Likert scale of 1 to 5 1 (Strongly agree), 2 (Agree), 3 (Neutral), 4 (Disagree), 5 (Strongly disagree)

		1	2	3	4	5
1	My organization evaluates the amount of work done by employees before making decisions regarding the increase or decline in number of workers					
2	My organization takes into consideration the number of employees who stop working for the company as a result of retirement or any other reasons to determine how many more employees are required					
3	In determining the number of staff required to perform specific tasks, my organization takes into account the number of people who need a particular service					
4	The plans by my organization to fill vacant positions are enabling it to employ qualified people					
5	My organization changes the way we work to help us improve our performance					
6	The way my organization plans on the number of employees required to do various tasks contributes to a positive workplace culture					
7	The human resource planning strategies in my organization are achievable					

ii). Recruitment Strategies

Please tick where you agree with the sentiment on recruitment strategies in your company

On a Likert scale of 1 to 5 1(Strongly agree) 2(Agree) 3- Neutral, 4 (Disagree) 5 (Strongly disagree)

		1	2	3	4	5
1	The methods of making people know about the available vacancies in my organization are efficient and well-organized.					
2	My organization advertises internally when vacancies arise					
3	My organization advertises vacant positions externally by use of newspapers, public notice boards and official website					
4	The way my organization advertises for vacant positions is fair and can be accessed by all interested people					
5	The advertisements by my organization are always clear on the requirements of the vacant job					
6	The way my organization advertises the available vacant positions contribute to a positive workplace culture					
7	The organization employs best recruitment strategies					

iv). Selection strategies

Please tick where you agree with the statement on the selection strategies in your company.

On a Likert scale of 1 to 5 1(Strongly agree), 2 (Agree), 3 (Neutral), 4 (Disagree), 5 (Strongly disagree)

		1	2	3	4	5
1	During interviews, my organization effectively evaluates job-related skills and competencies					
2	The process of getting the best candidate after people have applied to my organization is fair and unbiased					
3	After interviews my organization provides timely and constructive feedback to candidates					
4	During interviews my organization effectively communicates job requirements and expectations					
5	The selection process of my organization effectively identifies and hires high-quality candidates.					
6	The selection process of my organization contributes to a positive workplace culture.					
7	My organization prioritize identifying potential workers who have needed skills, qualifications and link with the values and culture of the company.					

v). Talent Management Strategies

Please tick where you agree with the statement regarding statement on management of talent in your company

On a Likert scale of 1 to 5 1 (Strongly agree), 2 (Agree), 3 (Neutral) 4 (Disagree), 5 (Strongly disagree)

		1	2	3	4	5
1	My organization provides training and development opportunities that help me enhance my knowledge and skills.					

2	My organization provides opportunities for the professional growth that allows me to explore different roles and responsibilities					
3	The process of selecting employees to undertake organizational sponsored training is fair and gives equal opportunities for training for all employees					
4	My organization has a career development programs that helps me plan and achieve my career goals.					
5	My organization provides performance feedback and recognition that helps me understand my strengths and areas for improvement					
6	The talent management strategies in my organization contributes to a positive workplace culture					
7	The talent management strategies used in my organization are well integrated					

vi). Public Service Culture

Please note by ticking on the extent of your agreement regarding statement on public service culture in the company.

On a Likert scale of 1 to 5 1 (Strongly agree), 2 (Agree), 3 (Neutral), 4 (Disagree), 5(Strongly disagree)

		1	2	3	4	5
1	I understand the procedures of human resource planning in the company organization					
2	I understand how my organization plans for staff training and development					

3	My organization involves us when management is making decisions on issues that directly affect us					
4	My organization values diversity and inclusivity in its recruitment and selection processes.					
5	My organization documents all actions it takes when dealing with employee matters					
6	The organization emphasizes on accountability and relevant officers are often held responsible for their actions					
7	The organization is keen on ensuring that every employee is treated fairly					
8	My company offer opportunities for development and training for workers on relevant to the public service context					
9	My organization's resourcing strategies are designed to attract and retain employees who are committed to public service					
10	My organization has a well-established public service culture.					
11	The public service culture in my organization influences my job satisfaction					

vii). Job Satisfaction

Please tick on the extent of your agreement with the statement concerning satisfaction at work in your company

On a Likert scale ranking 1 to 5 1 (strongly agree), 2 (Agree), 3 (Neutral), 4 (Disagree), 5 (Strongly disagree)

		1	2	3	4	5
1	My organization accurately evaluates the amount of work we do to determine the number of staff required					

2	My organization replaces employees who leave as a result of retirement and other reasons to ensure that there are no shortages in staff					
3	My organization is keen on changing the nature of the work we do to enhance our productivity					
4	My organization uses the best practices in planning for staff and the work they do					
5	The medium used to advertise vacant positions communicates requirements clearly					
6	My organization emphasizes getting suitably qualified candidates when vacancies arise					
7	Internal advertisements in my organization offers all employees fair chances of taking up vacant positions					
8	External advertisements give adequate time for people to apply vacant positions before they are closed					
9	My organization, during interviews, emphasizes on the ability to perform job-related duties and responsibilities					
10	During interviews, the panelists allowed me to seek clarity on matters that I could not understand					
11	The interview process in my organization is well structured					
12	My organization offers adequate information on the nature and scope of the job during the interview					
13	My organization on several occasions communicates to me on my performance and recommends areas for improvement					
14	My organization promotes qualified staff to take up senior positions when vacancies arise					

15	In my organization, all staff have access to organizational sponsored opportunities to train and to develop skills					
16	Opportunities for training and developing skills in the organization to enable me discharge my duties effectively					

Thanks for the time in this study.

Appendix 3: Map of Lake Region Economic Bloc Counties



Appendix 4: Letter of Authorization to Collect Data from the University



**MURANG'A UNIVERSITY OF TECHNOLOGY
DIRECTORATE OF POSTGRADUATE STUDIES**

P.O. BOX 75 - 10200, MURANG'A

Email: bps@mut.ac.ke

Ref: MUT/AP/PGS/19/2020/VOL.1

Date: 1st February, 2023

Mr. Joash Ameyia Omosa (BE503/5414/2019)
School of Business & Economics,
Murang'a University of Technology,
P.O. Box 75-10,200
Murang'a.

Dear Mr. Omosa,

RE: APPROVAL OF RESEARCH PROPOSAL AND SUPERVISORS.

I am pleased to inform you that the Directorate of Postgraduate Studies on 8th December 2022 considered and approved your PhD research proposal entitled "*Assessment of Employee Resourcing Strategies on Job Satisfaction: Lake Region Economic Bloc County Governments*" and appointed the following as supervisors:

1. **Dr. Grace Mwangi - Murang'a University of Technology**
2. **Dr. Caroline Igoki - Murang'a University of Technology**
3. **Dr. Ruth Muriithi - Murang'a University of Technology**

You may now proceed with your data collection subject to obtaining research permit from NACOSTI, if required. You should also begin consulting your supervisors and submit through them quarterly progress reports to the Director Postgraduate Studies through your CoD and School Dean. Progress Report forms can be accessed in the University Website,

It is the policy and regulations of the University that you observe deadlines. The guidelines on Postgraduate supervision can be accessed in the post graduate Handbook.



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- ii. Submit quarterly reports on time, through your supervisors, CoD, Dean and to the Director of Postgraduate Studies;
- iii. Ensure quality work all through;
- iv. Present your research findings at 2-3 seminars/conferences prior to thesis examination.
- v. Publish two articles from your research findings in a refereed journal prior to thesis examination.

For any further clarification please contact the undersigned.

Yours Sincerely,



Prof. Geoffrey Muchiri, PhD
Director, Postgraduate Studies
 GM/PM



Copy to:

- 1. Registrar – Academics and Students Affairs
- 2. Dean, School of Business and Economics



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Appendix 5: NACOSTI Research License

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
RefNo: 718170	Date of Issue: 25/March/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Mr. Joash Amenya Omosa of Murang'a University of Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Bomet, Kakamega, Kisumu on the topic: ASSESSMENT OF EMPLOYEE RESOURCING STRATEGIES ON JOB SATISFACTION; LAKE REGION ECONOMIC BLOC COUNTY GOVERNMENTS, KENYA for the period ending : 25/March/2024.</p>	
License No: NACOSTI/P/23/24562	
<p>718170</p> <p>Applicant Identification Number</p>	 <p>Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
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<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p>	
<p>See overleaf for conditions</p>	

Appendix 6: Publications

This thesis has produced the following publications;

Omosa, J., Mwangi, G., Igoki, & Muriithi, R. (2024). Assessment of Relationship between Recruitment Strategies and Job Satisfaction in the Lake Region Economic Bloc County Governments, Kenya. *International Journal of Recent Research in Commerce Economics and Management (IJRRCEM)* Vol. 11, Issue 2, pp: (187-194). <https://doi.org/10.5281/zenodo.11473377>

Omosa, J., Mwangi, G., Igoki, C. & Muriithi, R. (2024). Assessment of Relationship Between Human Resource Planning Strategies and Job Satisfaction in the Lake Region Economic Bloc County Governments in Kenya. *East African Journal of Business and Economics*, 7(1), 285-294. <https://doi.org/10.37284/eajbe.7.1.2011>