

Effect of E-Recruitment on Employee Performance: A Case of Kajiado County Government

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How to Cite: Ronkoine, P. S., Nzioki, S., & Kiama, M. (2024). Effect of E-Recruitment on Employee Performance: A Case of Kajiado County Government. *Journal of Human Resource & Leadership*, 4(2), 48-57.

Abstract

Purpose: The widespread use of information systems in a variety of activities and departments for organizational competitive advantage and success has been aided by businesses' widespread acceptance of technology. Despite this, the Kajiado county government has been facing inadequate service delivery, which is exacerbated by personnel performance that falls short of deadlines or timeframes in reaching targets. The purpose of this study was to determine the effect of e-recruitment on employee performance in Kenya's Kajiado County Government. The technological acceptability model supported the study.

Methodology: This study utilized a descriptive research design. A total of 1689 employees, including supervisors and unionized workers, were part of the study's target demographic. A sample size of 313 was chosen by stratified random sampling. Questionnaires were used to compile data. Quantitative data was analyzed using thematic analysis, while qualitative data was analyzed using statistical analysis. The data was analyzed with descriptive and inferential statistics.

Results: Regression of coefficients showed that e-recruitment had a positive and significant effect on employee performance in Kajiado county ($\beta=0.287$, $p=0.000$).

Conclusion: The study concluded that e-recruitment had a positive and significant effect on employee performance in Kajiado County. The government of Kenya should encourage all the counties to embrace the e-recruitment process. This is because e-recruitment minimizes paperwork recruitment and also minimizes costs. Counties should also use digital databases for their employees to minimize forgery and also for easier tracking of the applicants.

Keywords: *E-Recruitment, Employee Performance, Kajiado County Government*

Received: 8th August 2024

Revised: 28th August 2024

Published: 2nd September 2024

1.0 Introduction

Employees are one of an organization's most precious assets and one of its most important resources. The type and quantity of their job have a direct impact on the productivity of the company. As a result, any company that wants to develop and succeed must maintain solid relationships with its personnel (Mulunda, 2019). As a result, employees are an important asset. To maintain effective performance, it is critical to maximize employee contributions to local government goals and objectives. As a result, regional leaders must guarantee that there is a sufficient supply of technically and socially competent staff with potential for advancement in expert areas or management roles (Ateya & Maende, 2018).

The purpose of the public sector was not to seek profit like the private sector. CSOs are usually limited in terms of flexibility and autonomy due to political interference, broad responsibilities, and ever-changing performance expectations, often resulting in low employee productivity. As a result, boosting employee performance is the responsibility of the local government, and implementing a human resource innovation plan is one of the most critical tasks that most businesses must do. Organizational efficiency is guaranteed by human resource management systems, which facilitate information management by making HR more effective and enabling management and staff to access all of their records online when needed. This allows the HR department more time to focus on strategic responsibilities and frees up resources to fulfill the daily needs of employees. Employees have access to all they need thanks to the extensive capability of modern HRIS (Nthiga & Nyang'au, 2021).

Salary and benefits, perceived fairness of the promotion system, quality of working circumstances, leadership and social interactions, as well as aspects of embracing work, were recognized as impacting the performance of employees in the Bangladeshi Government by Hassan et al. (2020). Employee satisfaction is defined by Blonski and Jefmanski (2017) as a happy or positive emotional state resulting from individuals' judgments of their work as reflecting or enabling the accomplishment of major workplace values, provided those values are changed. to his needs. Employment challenges for employees in Polish local government include opportunities for professional development, management aspects, and working conditions.

In Ghana, the performance of local government employees in Ghana is relatively low. To consolidate the governance and efficiency of local authorities, the implementation framework is designed to be efficient and effective in providing local services. In line with the main objective of managing employees in the local government development sector, in 2015 a local framework for PM was developed with policy guidelines by establishing a KPA for local governments. Therefore, the performance management system plays an important role in improving employee performance (Abane & Phinaitrup, 2017).

In Kenya, devolved governments are unable to implement strategies that improve employee performance to achieve the desired results. Therefore, due to the competitive business environment, it is very challenging and difficult for the district government (Wangechi et al., 2018). When the Kenyan government was moved to the devolved unit, most people left their original jobs and looked for work in the district government. The challenge is that 20% of local government jobs are mostly contract and 80% permanent. Due to the high level of corruption in the counties, they are not able to invest in HRIS thus they are not able to monitor employee performance (Chebet, 2016).

1.1 Problem Statement

Every organization must be interested in managing its human resources to improve employee performance. Employees are the catalyst for success in any organization, and poor performance creates a vacuum that allows the organization to be forgotten. Despite this, most counties are still experiencing low employee performance. This is because, even though employee performance is the most critical variable in any organization's success, most Kenyan county governments address it holistically. They have therefore ignored human resource innovations such as HRIS which helps to improve employee performance.

The Kajiado County Government has had bad performance, as well as poor performance by staff who have missed deadlines. Yussuf (2016) indicated that the county lacks qualified personnel as the recruitment of employee is done in a corrupt way and thus most employees

are not qualified. Delays in employee salaries have also been experienced which has lowered the employees' morale.

Although previous studies have examined the connection between HR Information Systems and worker productivity, nothing is known regarding HR Information Systems' impact on worker productivity in Kenya's Kajiado County Government. Abozed and Salem (2020) investigated the effect of HR practices on employee performance using data from Libyan commercial banks. This research has a limited scope because it was conducted in Libya. Kemei (2016) assessed how staff performance at Kenya's private institutions was affected by the adoption of HR Information Systems. This study leaves a gap in the background by focusing on private universities. There is a contextual gap because the research concentrated on HRIS on operational performance rather than personnel performance. The study adopted only one inferential statistic which was correlation statistics leaving out regression statistics thus presenting a methodological gap. The current research concentrated on the influence of e-recruitment on employee performance in Kajiado County Government, Kenya.

1.2 Research Hypothesis

Ho1: E-recruitment does not have a significant effect on employee performance in Kajiado County Government, Kenya

2.0 Literature Review

Daniel (2019) focuses on the impact of e-recruitment on company performance. In this study, the most popular techniques of recruitment were found to be the Internet, newspaper advertisements, TV/radio advertisements, transfers, and promotions. E-recruiting is a vital component of personnel management, according to the findings, and hence a basis for organizational performance and success. According to the research, incorporating e-recruitment software into existing recruitment efforts provides human resource managers and line managers with a more competent and cost-effective method. With the use of e-recruitment software, firms can efficiently identify and retain talented individuals by implementing the best practices listed below. This study focused on e-recruiting and organizational outcomes and thus has a conceptual gap. The current study focused on e-recruitment and employee representation.

Tsuma (2017) investigates the impact of e-recruitment strategies on staff retention in Nairobi District multinational enterprises. The Resource-Based View of the Enterprise (RBV), Reasoned Action Theory (TRA), and Unified Technology Acceptance and Utilization Theory (UTAT) are used in this study (UTAUT). To collect primary data, a questionnaire was used. Through recruitment tactics such as corporate websites, commercial websites, and social networking sites, employee retention characteristics such as self-selection, early job adjustment, and employee variances are explored. The findings revealed that the company's website has a significant role in explaining all employee retention factors. Commercial sites are never useful in explaining self-selection, but social networking sites are. Because it is based on the resource-based perspective of the company (RBV), the theory of reasonable action (TRA), and the integrated theory of acceptance and use of technology, this study has theoretical gaps (UTAUT). The technological acceptance model, the equity theory, and the AMO model will all be used to inform the current research.

The research was conducted by Khashman (2016), and the findings showed that using e-recruitment technology can improve organizational performance. It was noted, in particular, that HR personnel in private hospitals had a positive attitude on every application of the HRIS. The study's factors included job analysis, recruiting, selection, applications for performance reviews, and communications. Descriptive analysis was employed in the study to characterize

the respondents' attributes. The use of percentages and frequencies frequently restricts the ability to conclude, which is not the case with the methodology employed in this study. The fact that the previous study was conducted in a foreign nation and concentrated on the health sector, whereas the current study was conducted in Kenya and concentrated on the education sector, represents another research gap in that study. Consequently, this renders the findings' generalization incorrect.

Akila et al. (2020) carried out a study to evaluate the effectiveness of e-recruitment in the process of selecting personnel. Information mistakes decreased but transactions increased, according to the data. This study has a research gap because it was conducted in Chennai and only examined one variable, e-recruitment, whereas the other study was conducted in Kenya and examined other HRMIS systems, including e-training, e-planning, and e-reassignment systems. Ezekiel, Afolabi, and Adeyemo (2015) conducted research in Nigeria on the effects of e-recruitment on organizational performance, and they found that e-recruitment significantly affects organizational performance. Additional e-recruitment expanded the applicant pool while lowering advertising expenses. Purposive sampling was utilized in conjunction with the survey study design. The study's research gap is that, despite being conducted in Nigeria, Kenya's features preclude Kenya from applying the study's findings to the country. Additionally, the study only looked at one variable—e-recruitment—and ignored additional variables like e-training, e-reassign, and e-planning, which limited the applicability of the findings. Finally, the study did not include the mediating and moderating variables that this research aims to address and instead assumed a linear relationship.

In recruiting and selection, payroll, training and development, and performance management, the use of HRMIS cumulatively provides consistent, reliable, and consistent data that enables effective and efficient decision-making for organizational competitive advantage on the operation of human resource information systems, according to the findings of a study by Midiwo (2015). A descriptive research design was used for this investigation. For the study, a stratified sample approach was employed to examine a group of university staff members. This study and the current one differ in that the former concentrated on public institutions in Kenya while the latter examined all chartered universities. Since the study lacked moderating and mediating variables, it was predicted that performance and HRMIS had a linear relationship. The Model of Technology Acceptance, the De Lone and McLean Information Management Success Model, and the Seroquel Theory were the main subjects of the study. Bula and Ndung'u (2019) observed that the information management systems success model was useful in examining the utilization of information systems for integrated institutional management in Kenyan universities.

Mwangi and Reuben (2019) investigate the impact of e-recruitment and e-learning on worker performance using the example of telecoms in Kenya. This study used a descriptive research approach with 210 Telkom Kenya managers, supervisors, and general employees as participants. The company's website boosts e-recruitment for wanted personnel, according to the poll. The study suggests that e-learning provides the consistent mentorship and coaching needed to gain the necessary abilities, but that it does not necessarily provide additional training for employees when compared to other training platforms in the firm. Electronic communication is more dependable than conventional types of communication, according to the conclusion. This study focused only on two HR management systems, which include e-recruitment and e-learning, which represent a conceptual gap. E-recruitment and e-learning, e-pay management systems, and e-performance management are the four e-HRMSs examined in this study.

Conceptual Framework

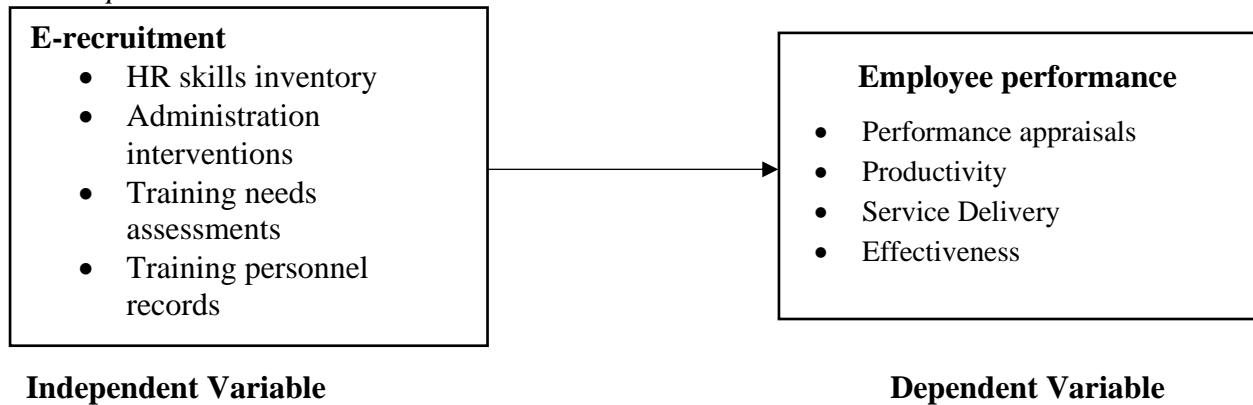


Figure 1: Conceptual Framework

3.0 Methodology

This study employed a descriptive research design. Descriptive research design identifies and considers how things are (Mugenda & Mugenda, 2003). In this study, the target population was 1,689 employees, according to the 2020 Kajiado County Human Resources Report and Annual Financial Report. Because the study's target population comprised people from many ethnic groups in Kajiado County, stratified sampling was used to select 313 respondents. A questionnaire was used in the survey to collect data from participants. The questionnaire was completed and reviewed for consistency and completeness before the responses were processed. The analysis was aided by the use of SPSS version 23, Statistical Packages for Social Sciences. Quantitative data were evaluated using descriptive and inferential statistics. Descriptive statistical tools can be used by researchers to evaluate the extent of their use and characterize data. Included are the proportion, average, and standard deviation. Regression analysis and correlation were used to look at the relationship between the research variables.

4.0 Results and Discussion

4.1 Descriptive Analysis

4.1.1 Descriptive Analysis for E-Recruitment

To measure e-recruitment, six questions were posed to the respondents in which they were to show the extent of disagreement or otherwise to the statements. The results are presented in Table 1.

Table 1: Descriptive Analysis for E-Recruitment

statement	Strongly disagree	disagree	Neutral	Agree	strongly agree	Mode
Kajiado County deploys HRIS in their recruitment process	27 (11.7%)	6 (2.6%)	16 (6.9%)	72 (31.2%)	110 (47.6%)	4
E-recruitment provides a comprehensive database for applicant tracking	27 (11.7%)	0.00%	32 (13.9%)	66 (28.6%)	106 (45.9%)	4
E-recruitment ensures timely access to recruitment information.	23 (10%)	8 (3.5%)	59 (25.5%)	59 (25.5%)	82 (35.5%)	4
E-recruitment assures cost reduction in the recruitment process	26 (11.3%)	34 (14.7%)	37 (16%)	74 (32%)	60 (26%)	3
E-recruitment facilitates a speedy recruitment process	21 (9.1%)	10 (4.3%)	33 (14.3%)	90(39%)	77 (33.3%)	4
E-recruitment allows the organization to assess accurately the effectiveness or otherwise of the staffing strategies	25 (10.8%)	2 (0.9%)	27 (11.7%)	65 (28.1%)	112 (48.5%)	4

Source: Research Data (2024)

The results showed that majority of the respondent who were 182(78.8%) agreed with the statement that organization deploys HRIS in their recruitment process (mode=4). This infers that Kajiado County government uses HRIS during recruitment of their employees. The results further showed that majority of the respondents who were 172(74.5%) agreed with the statement that E-recruitment provides a comprehensive database for applicant tracking (mode=4). This infers that use of the e-recruitment systems enabled the county government to access their employee database. Further results showed that the majority of the respondents who were 141(61.0%) agreed with the statement that E-recruitment ensures timely access to recruitment information (mode=-4). This implies that E-recruitment helped the county government to save on costs.

In addition, results showed that most of the respondents who were 134(58.0%) agreed with the statement that E-recruitment assures cost reduction in the recruitment process (mode=3). This implies that E-recruitment helped the County government to save on costs. Further results showed that most of the respondents who were 141(61.0%) agreed with the statement that E-recruitment facilitates a speedy recruitment process (mode=4). This infers that use of e-recruitment enabled the county government to quicken the recruitment process. In addition, results showed that most of the respondents who were 134(58.0%) agreed with the statement that e-recruitment allows the organization to assess accurately the effectiveness or otherwise of the staffing strategies (mode=4). This implied that e-recruitment enhanced accuracy in the recruitment process.

4.1.2 Descriptive Analysis for Employee Performance

To measure employee performance, 6 questions were posed to the respondents in which they were to show the extent of disagreement or otherwise to the statements. The results are presented in Table 2.

Table 2: Descriptive Analysis of Employee Performance

Statement	strongly disagree	disagree	Neutral	Agree	strongly agree	Mode
The employer gives me feedback on my performance after the performance appraisal which enhances my subsequent performance using HRIS.	28(12.1%)	0.00%	9(3.9%)	42(18.2%)	152(65.8%)	4
The employer carries out performance appraisals annually using HRIS to improve employee performance and boost job satisfaction.	59(25.5%)	77(33.3%)	10(4.3%)	26(11.3%)	59(25.5%)	3
Employee key performance indicators are congruent with the organization's goals	21(9.1%)	8(3.5%)	14(6.1%)	45(19.5%)	143(61.9%)	4
The organization sets SMART objectives which increase employee motivation and improve productivity.	25(10.8%)	4(1.7%)	19(8.2%)	57(24.7%)	126(54.5%)	4
HRIS enhances the accuracy of HR Information in making proper decisions on service delivery.	21(9.1%)	0.00%	16(6.9%)	68(29.4%)	126(54.5%)	4
HRIS enables staff to perform their duties efficiently and effectively and avoid conflicts within the organization.	17(7.4%)	29(12.6%)	15(6.5%)	90(39%)	80(34.6%)	4

Source: Research Data (2024)

The results showed that majority of the respondents who were 194(84.0%) agreed with the statement that the HRIS has enhanced the ability of the organization to implement the performance evaluation (Mode=4). This implies that the county government performance evaluation is enhanced by HRIS. Further results showed that majority of the respondents who were 85(58.8%) disagreed with the statement that the employer carries out performance appraisal annually using HRIS to improve employee performance (Mode=3). This implied that performance appraisal was not so effective in the county government. In addition, majority of the respondents who were 188(81.4%) agreed with the statement that the HRIS has enhanced the ability of the organization to implement the performance evaluation (Mode=4). This implies that the HRIS implemented by the county government would enhance performance evaluation

Further results showed that majority of the respondents who were 183(79.2%) agreed with the statement that the employer carries out performance appraisals annually using HRIS to improve employee performance (Mode=4). This infers that HRIS is used by county government to enhance employee performance. Results also showed that majority of the respondents who were 194(83.9%) agreed with the statement that HRIS enhances the accuracy of HR Information in making proper decisions on service delivery (Mode=4). This infers that HRIS in the county government enhanced the accuracy of the HR in making proper decisions. Further results showed that majority of the respondents who were 170(73.6%) agreed with the statement that the employer carries out performance appraisals annually using HRIS to improve employee performance (Mode=4). This implies the HRIS would enhance employee performance.

2.2 Correlation Analysis

Correlation analysis was conducted to determine the association between the independent variable (e-recruitment) and the dependent variable (employee performance). This is presented in Table 3.

Table 3: Correlation Results

		Employee performance	E-recruitment
Employee performance	Pearson Correlation		1
	Sig. (2-tailed)		
E-recruitment	Pearson Correlation	.832**	1
	Sig. (2-tailed)	0.000	

Source: Research Data (2024)

Findings showed that e-recruitment had a positive and significant correlation with employee performance ($r=0.832$, $p=0.000$). This implied that an improvement in e-recruitment would enhance employee performance of Kajiado County government.

4.3 Regression Analysis

Regressions of coefficient results are presented in Table 4.

Table 4 Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.041	0.146		0.282	0.778
E-recruitment	0.281	0.058	0.287	4.837	0.000

Source: Research Data (2024)

Regression of coefficients showed that e-recruitment had a positive and significant effect on employee performance in Kajiado County ($\beta=0.287$, $p=0.000$). This implies that an improvement in e-recruitment by one unit would enhance employee performance by 0.287. The study's findings validated Daniel (2019) by demonstrating the critical role that e-recruiting plays in personnel management and, consequently, as a cornerstone of effective organizational performance. The results of the study supported those of Mwangi and Reuben (2019), who discovered that a firm website enhances e-recruitment for highly sought-after personnel. The result also mentioned that employing e-recruitment significantly improves the efficacy of recruiting decisions made by human resource management and guarantees improved applicant tracking throughout the hiring process to identify the best candidate for the job descriptions.

5.0 Conclusion

The study concluded that e-recruitment had a positive and significant effect on employee performance in Kajiado County. The study also concluded that deployment of a human resource information system in the county recruitment process enhances employee performance. The e-recruitment process enables the county government to minimize costs that are associated with manual recruitment processes. The study findings agreed with Daniel (2019) that e-recruiting is a vital component of personnel management, according to the findings, and hence a basis for organizational performance and success. The study's findings corroborated those of Mwangi and Reuben (2019), who found that a company website

improves e-recruitment for desired staff. The conclusion also noted that using e-recruitment ensures better applicant tracking during the hiring process to find the right candidate for the job descriptions, and that e-recruitment greatly increases the effectiveness of hiring decisions made by human resource management. The study's conclusions, however, did not align with those of Alateyah (2019), who looked at the effects of electronic recruiting on Saudi Arabian companies' performance.

In particular, Alateyah's research showed that electronic recruitment affects company performance indirectly in addition to directly. The study's findings also conflicted with those of Mosonik et al. (2022), who discovered that there was a large negative link between organizational effectiveness and recruitment before automation, but that correlation changed to a positive correlation following automation.

6.0 Recommendations

The government of Kenya should encourage all the counties to embrace the e-recruitment process. This is because e-recruitment minimizes paperwork recruitment and minimizes costs. Counties should also use digital databases for their employees to minimize forgery and also for easier tracking of the applicants. According to the study's suggestions, organizations tasked with helping county governments fill positions should use the county website to find the right candidates for the open positions. The county government should track and hire qualified candidates for the tasks that the organization specifies via e-recruitment.

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