

**EFFECTS OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON
PERFORMANCE OF PUBLIC HOSPITALS IN KENYA**

BY

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DECLARATION

I declare that this research is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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ABSTRACT

The human factor is a critical element in the attainment of quality healthcare services, though its management has been controversial and contentious. Public hospitals are the main referral for many people especially for those who are unable to pay private healthcare services. However, the public hospitals are marred by a lot of Strategic Human Resource Management challenges like employee turnover, low salaries, lack of promotions, lack of training and development and so many others. As a result of this, the health professional staff do engage in constant battles through their unions to seeks attention for collective bargaining agreements and etc., of which some are honored and some ignored leading to perpetual “in and out” of street protests, strikes and even go slows. This study sought to look at SHRM practices at the public hospitals in Kajiado, Kiambu, Machakos, and Nairobi counties and their influence on performance. The study identifies training and development, performance appraisal, recruitment and selection, and staff motivation as the SHRM practices. The study used a descriptive design, and the target population was 380 respondents out of which a sample of 195 was used comprising of Human Resource & administration. Questionnaires were the main tool for data collection. Both descriptive and inferential statistics were conducted. Several tests were done including T-test, F-test, ANOVA, and finally regression analysis. The findings of the study helped determine how the various SHRM practices influence the performance of public hospitals in Kajiado, Kiambu, Machakos, and Nairobi counties. The study found that training and development, performance appraisal, recruitment and selection, and staff motivation all had significant relationship with performance of public hospitals in Kenya. The predictor variables explained 61% of change in performance of public hospitals. The study recommended that similar study to be done on private hospitals, public hospitals in other counties apart from the aforementioned, and other strategic human resource practices to account for 39% change in performance.

Keywords: Strategic Human Resource management, staff performance, employee recruitment and selection

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DEDICATION

This work is dedicated to my family; my husband for always being there even when things were tough, my children for their continued prayers amidst challenges and for their never-ending support. Their support, encouragement and dedication have been priceless.

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ACRONYMS AND ABBREVIATIONS

BLS	Bureau Labor Statistics
HR	Human Resource
HRM	Human Resource Management
KNH	Kenyatta National Hospital
SHRM	Strategic Human Resource Management
US	United States

OPERATIONAL DEFINITION OF TERMS

Employee performance: The successful completion of tasks by an individual as per define criteria by an organization and by utilizing the available resources (Dessler, 2008).

Strategic human resource management: The linking of organizations' strategic human resource management function as a strategic partner to organizational growth, in the formulation and implementation of the organization's strategies through human resource activities. These activities include: recruiting, selecting, training and rewarding of organizational personnel (Sinha, 2014).

Strategic human resource management Practices: are those practices that are specifically developed and implemented in line with organization strategy (Huselid, 2007)

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

Strategic Human Resource Management (SHRM) entails bridging the functions of Human Resource (HR) and the strategic objectives of an organization (Collings & Mellahi, 2009). SHRM aids in the improvement of organization's performance as well as the achievement of a competitive advantage over the competitors (Agha, et al, 2012). Organization's HRM Policies and practices ought to be in correspondence with the strategy of the analogous competitive environment together with its related business conditions facing it (Noel, et al, 2017).

According to Dessler (2009), SHRM refers to a procedure of formulating and executing the practices and policies of HR in order to come up with the needed competencies and the behaviors of employees that facilitate achievement of the desired targets. Formulation and implementation process of the organization's strategic HRM needs involve all the activities that influence individual's behavior (Schuler, 2011). SHRM is a well-structured set of activities and deployments geared towards the achievement of organizations' goals (Wright & McMahan, 2011).

In a study carried out in Malawi, Torrington (2013) indicates that the practice of appraisal in the country's public sector related directly to the productivity of the employee based on: it helps in improving their day to day performance, allows feedback of vital information, enhance motivation, helps identify the training gaps and needs, assists in identifying all employees' potential, enables individuals to understand the organization's expectations of them, aims on development of employees career, useful in the award of salary increments, and crucial in

conflict resolutions. Torrington further stated that effective management of the Organization's staff is well achieved through performance appraisals and useful in understanding the achievement of employees in the business, helps to compare and contrast the efficiency levels of members of staff and realistic goals setting in identifying ways for business growth and enhancement.

According to Petrucci (2017) the Bureau of Labor statistics (BLS) reported that 4.8% of hospitals had shortage of nurses of about 10% or more in 2012. However, the number increased to 32.9% in 2016. Successful countries in dealing with HR issues in the public health sector include Ghana, South Africa, Tanzania, Bolivia and Uganda which they did with the help of developing partners (Martinez & Martineau, 2002). The WHO (2006) rates Kenya as among the 57 countries worldwide that is faced with health workforce issues, and among the 36 countries within sub-Saharan Africa.

The practice of performance appraisal will help staff to; achieve a high self-esteem, understand expectations of the organization, recognize the business in clarity, identify their weaknesses and strength, identify their training.

1.1.1 Global Perspective of SHRM practices in Health Sector

The health care is considered the largest industry globally (Walton-Roberts, 2015). Hospitals just like any other organizations strive to achieve effectiveness by ensuring that proper and appropriate HR policies and practices are adopted (Schuler & Jackson, 2005). The effectiveness in hospitals is measured by the success stories of patient illness and the low death rate (Zimmerman et al, 2006). Some years back hospitals were managed by a single individual; however modern hospitals have to be very competitive to attract patients, be it public or private. The management view of any hospital is aligned to the satisfaction level of its patients. However that satisfaction is influenced by the employees of that hospital as well as the

infrastructure levels. India in particular had to be well prepared to deal with the challenges related to healthcare of new millennium(Samaddar, Chauhan, & Garg, 2018).

Globally, the health care sector operates under intense pressure because the service provided by health institutions is critical to the well-being and health of many people (Porter & Teisberg, 2006). The healthcare professionals are thus faced with high level of stress with the objectives to save people's lives (Coffey & Dugdill, 2006). For better services, the HR professionals in the health sector need to understand issues facing these health care professionals so as to ensure they give services to their optimum, or else, many lives are at jeopardy. The four biggest challenges the HR face include: shortage of staff, turnover rates, employee burnout, lack of training and development etc.(Perucci, 2017). Liu (2007) reported that health sector in the Philippines and China, health staff members were paid differently though they were doing similar jobs. This was due to the fact that the health staff members were either under employment in the National government or under the local government and that health care was part of the devolved services. China was faced with a lot of difficulties completing the transfer of staff between the national government and the local government (Frederico et al, 2009).

1.2.2. Regional Perspective of SHRM

Focus on development efforts to improve the health of women, children and adolescents has particularly been on a slow pace in East Africa (UN, 2009). Several health related targets have been contained in the Sustainable Development goals whose critical aim is to improve children, adolescents and women's health as well as helping in the realization of Universal Health Care (UHC) (WHO, 2010). Incorporating UHC in the (SDGs) has been lauded by various Organizations like World Health Organization (WHO) (Bergen, et al, 2019).UN Secretary General's Global Strategy (2015) further sheds light on the reproductive, maternal, newborn children and adolescents Health (UNICEF, 2008).The synergy between the SDGs and

Global Strategy will help a great deal in influencing policy-making, financing and programming as an effort to the achievement of UHC to improve health of children, women and adolescents in East Africa (Nill & Kemp, 2009). The human rights form the basis of the global strategy as it recognizes the right to health. Among the principles of human rights are; indivisibility; universality and inalienability; interdependence and inter-relatedness; participation and inclusion; non-discrimination and equality, and accountability and the rule of law (Campese, 2009).

Having delicate institutions for democracy, East African region is home to some of the world's worst health statistics, coupled with highest rates of poverty (WHO, 2016). Maternal Mortality Ratios (MMRs) have also been sky rocketing (Rogo, et al, 2006). According to WHO, estimated ratios of maternal mortality that reflect the health systems functionality, as well as the women's status in society were as follows; 510 per 100,000 live births for Kenya, 710 Burundi, Uganda at 343, Rwanda at 290 and Tanzania at 398, in comparison with the global mean of 221 in 2015 (Yamin & Maleche, 2017). In order to address these raised MMRs, skilled birth attendance (SBA) that has remained low in the region, Kenya hitting as low as 43%, ought to be elevated (Sripad, 2008). Moreover, the region has suffered exponential growth in non-communicable diseases as the health systems strive to tackle basic health conditions (Hijat & Stein, 2018).

The bleak statistics that have led to failure in meeting health care needs of the society are due to: lack of a skilled, trained health care human capital with good work standards and basic labor security (Chaudhury, et al, 2006). East African Region records the most severe shortage of health care workers worldwide, translating to only 1.9 total health care workforce for every 1000 population (WHO, 2010). The forecast by WHO shows that this shortage will deteriorate between 2013 and 2030 (WHO, 2016).

1.2.3. SHRM practices in Kenya

In Kenya, the public hospitals utilize a large chunk of the health sector resources though there is no effectiveness and efficiency (Chuma & Okungu, 2011). Funding of health services is a major issue which leads to the government facilitating management of some hospitals to ensure there is provision of better and quality health care to its citizen (Odhiambo-Otieno, 2005). Health sector being part of devolution, Counties are striving to ensure that their people get quality, affordable, and sustainable health services in Kenya (Wamai, 2008). Makueni County under the leadership of Governor Kivutha Kibwana started the initiative of Universal health program which has attracted many admirers from other Counties (Ramana, et al, 2013). The Government of Kenya also played a big role to ensure citizens get quality affordable healthcare services through the National Hospital Insurance Fund (NHIF) program that has helped many and at the same time ensured that even local hospitals provide services to the citizens, thus ensuring the growth of the hospitals through an assured funding from NHIF (Kimani, et al, 2012).

According to Githua (2006) the capacity of the staff employed in public hospitals i.e. their size in numbers and their competence levels is a major determinant of successful provision of quality and sustainable health services. According to Thathi (2008) in a study conducted on the challenges facing HRM in Kenya Pipeline Company (KPC) on Enterprise Resource Planning (ERP) implementation, the study recommended the need for inclusivity in usage of ERP so that the system is appreciated in unison. Karuri (2008) in a study of the challenges of human resource planning in airline firms found that forecasting of the employee needs was a major issue. A study done by Banda (2006) on the competition and competitive strategies used by public health institutions in Kenya found that private hospitals in Kenya were more

competitive due to factors like good working environment, pay, and reasonable patient-doctor ratio.

Githua (2006) notes that hospitals in Nairobi ought to have specialized HR units to coordinate the HR practices, so as to improve their effectiveness and efficiency. Further, the researcher recommends that in public hospitals, there is a need to understand the challenges faced by HRM function in order to understand how they plan their staffing requirements and preparation of programs so as to have their needs satisfied. According to a study conducted by Mutindi (2013) on the practices of strategic change management of international NGOs in Kenya, the most significant challenge faced by banks in managing strategic change were information and technological innovations. The study also found out that the main strategies employed by banks were; manufacturing products that were needed in the market, diversification in new products, recruiting qualified staff and business re-engineering that lead to short processes that are cost effective.

1.2.4. Employee Performance.

The successful completion of tasks by an individual as per define criteria by an organization and by utilizing the available resources (Dessler, 2008). According to Rehman (2009) employee performance is the level at which employee of an organization apply their knowledge and skills to achieve desirable results that meet the objectives of the organization. The performance of employees is measured in relation to the behavior of the individual employees in terms of time management, influence, speed in completion, and attitude towards the job and the organization. However Gomes (2003) argues that in most instances, people measure performance in terms of finance. The indicators to measure performance include: quality of work, knowledge of the job, cooperation, and quantity of work, creativeness, personnel qualities, and initiative.

High performance organizations have precise approaches of handling both internal and external customers, good supporting infrastructure, understand the needs of their employees, and have processes of strategy reinforcement in ensuring the needs of their external and internal customers are met (Milkovich & Newman, 2013). The main goal of the organization is maximization of organization resources and high financial performance. To achieve the effectiveness, proper utilization of resources, customer and employee satisfaction, quality products and services are some of the main areas to consider (Katou & Budhwar, 2007). According to Torrelío (2019) to build performance in any team requires: a well-defined and clear roles and responsibilities; availability of means to do the task; i.e. equipment, technology, and other resources; and finally, continuous follow up and feedback that is timely to ensure there is accountability.

1.2 Statement of the Problem

Human Capital in the health sector has for the longest time been perceived as the backbone of human wellness and has been charged with the responsibility to establish, deliver and manage health care services (WHO, 2013). The emergence of HR as a strategic paradigm necessitated the alignment of various HR functions with the overall strategies of a given organization. Strategic management of HR in the healthcare sector is considered to be an important element for the delivery of quality healthcare services to patients (Khatri, 2006). In Kenya, health is categorized amongst the prime basic needs and has been in the forefront in ensuring that visions 2030 as well as millennium Development goals are successfully achieved.

The HR scenario experience both new and old challenges; the old challenges include: lack of staff motivation and low pay; poor staff performance; poor accountability; and inequitable and unequal distribution of healthcare workforce. For the new challenges, the sector is faced by free movement of qualified staff from their native to foreign countries in pursuit of greener

pastures, inability to retain qualified health professionals even among those countries with the capability of training and developing professionals. HIV/AIDS cites a major problem especially in Africa and has resulted to increased work load following employees' absenteeism and diminished productivity (Martinez & Martineau, 2002). The WHO (2006) brought to the fore a decline of 4.3 million health workers worldwide, mostly affected were the poorest countries in Africa. HR in the US faces a major setback in recruiting. The projections are that by 2022, a deficit of about 1.2 million nurses will sprout. In addition, the turnover for Registered nurses may range between 8.8 – 37% causing a big burden of cost to the hospitals. Recent surveys have indicated that nurses rate at 70% burn-out while doctors rate at 50%.

SHRM issues call for a well-coordinated and structured intervention which is in tandem with the organization's strategy, and which is easier to adopt. According to WHO (2006) Kenya is among the 57 countries worldwide that are faced with issues of health workforce and is among the 36 countries within sub-Saharan Africa. A study was carried out by ministry of health in Kenya whose findings showed that 61% of Healthcare managers in public hospitals were inadequately skilled, lacked understanding and competence for the roles of management, which further affected health service delivery in the height of unconscious mismanagement of public health facilities, leading to financial constraints and loss of lives (MOH, 2015).

Osano (2013) focused on the involvement of stakeholders in strategic management processes of health dominated, non-governmental organization in the County of Nairobi, Kenya. The study pointed out that health-based non-governmental organizations in Nairobi do involve stakeholders in decisions and policies, as well as assessing the processes of strategic management. According to Muchomba (2013) on an investigation to establish the influence of devolution of governance on the health sector performance, focusing more on Kenyatta National Hospital and Mombasa General hospital, while employing technology, regulatory

framework, leadership style and devolved procurement as the specific variables, found out that success of devolved health care was dependent on a strategic approach as an enabler to reaping the benefits of devolved governance dispensation. Njau (2012) focused on the challenges facing HRM functions of Kenyatta National Hospital (KNH) in terms of: HR Recruitment, performance management, management of reward, planning, employee relations, selection, development and training. Githua (2006) studied HR planning process in private hospitals in Nairobi. The researcher notes that hospitals in Nairobi ought to have specialized HR unit to coordinate the HR practices, so as to improve their effectiveness and efficiency, and recommends the need to understand the challenges faced by HRM functions in order to understand how they plan their staffing requirements and preparation of programs so as to satisfy their needs.

There was failure from the literature of these studies to address the key areas of Strategic Human Resource Practices influencing the performance of public health sector and it's from this gap that the study becomes ideal. None of these studies has focused on public hospitals in Machakos, Nairobi, Kajiado, and Kiambu Counties. Further, none of the studies has looked at training and development, recruitment and selection, performance appraisal, and motivation practices as SHRM practices influencing the performance of public hospitals in Machakos, Kajiado, Nairobi and Kiambu Counties.

1.3 Research Objectives

The following objectives guided the study:

1.3.1 General objective

To establish effect of SHR practices on Public Hospitals performance in Kenya

1.3.2 Specific objectives

The specific objective of the study was to:

- 1) Establish the effect of training and development of employees on Public hospitals' performance in Kenya.
- 2) Identify the effect of staff Performance appraisal on Public hospitals' performance in Kenya.
- 3) Identify the effect of employee recruitment and selection on Public hospitals' performance in Kenya.
- 4) Establish the effect of staff motivation on Public hospitals' performance in Kenya.

1.4 Research Questions

By the end of this research, the researcher ought to have answered the following.

- 1) What is the effect of employee training and development on public Hospitals' performance in Kenya?
- 2) To what extent does Staff performance appraisal affect public Hospitals' performance in Kenya?
- 3) How does employee recruitment and selection influence public Hospitals' performance in Kenya?
- 4) To what extent does staff motivation influence public Hospitals' performance in Kenya?

1.5. Justification of the Study

With increase in SHRM issues in public hospitals where continuous strikes are a major occurrence, causing stalemate of services to patients hence increase in the fatality rate. Healthcare being a devolved unit, Counties need to find ways to adopt good SHRM practices to ensure continuity of services to the citizens. The significance of this study was:

HR Managers in Public Hospitals

In the public hospitals, HR managers will be able to understand how various SHRM practices affect the performance of employees. This will help the managers as decision makers to come up with decisions that will help improve performance of the employees contributing a win-win situation.

Administrators

Administrators in various organizations will have important information on how to deal with employees strategically to improve their performance. The study will give them an insight on issues related to HR practices that if looked at, will increase the performance of the people they control, guide and administer. It will also help them to understand the changes in practices that need to be adopted to overcome HR issues arising in their institutions.

Healthcare Staff

Employees in public hospitals and other organization will get important knowledge on the role they play in relation to the various SHRM practices and how it affects the performance of the organization. The staff will get to understand the decisions made by the management concerning their issues and will help in building a good working environment.

Government Agencies

Government agencies like Salary and Remuneration Commission (SRC), as well as policy makers will get valuable information to formulate policies in relation to the SHRM practices that will ensure increased performance especially in the public sector. With those policies in place employees will have job satisfaction and this will increase probability of having higher performance as well as higher productivity in the organization.

County Governments

Since health sector is devolved, the county Governments will get very important information of handling SHRM issues to ensure improvement of services, productivity among employees, as well as reduce the frequent issues of strikes and protests especially from the nurses, doctors and others.

Scholars

The study will also provide literature to scholars for future studies.

1.6. Scope of the Study

Specifically, the study was on the public hospitals in the following Counties: Nairobi, Machakos, Kiambu, and Kajiado. The study used descriptive design and the main data

collection tool was a questionnaire. The target population comprised of 380 respondents from four public hospitals in Kajiado, Kiambu, Machakos, and Nairobi counties. A sample of 195 respondents comprising of HR & administration, procurement, finance, and other staff across selected public hospitals in the four counties under study was used. The study was done in the academic year 2018/2019.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter lays focus on the analysis of corresponding theories as depicted in the study, conceptual framework as well as the empirical review. Relevant theories to the study were discussed first in this chapter. Further, the chapter provides a conceptual framework developed from the literature reviewed.

2.2 Theoretical Review

The study used Human Capital theory, Goal Setting Theory, Agency Theory and Equity Theory in explaining the influence of various SHRM practices in Public Hospitals in Nairobi, Kajiado, Kiambu, and Kajiado Counties.

2.2.1 Human Capital Theory

The Human Capital theory was proposed in 1961 by Schultz and later developed in 1994 by Becker. According to the theory, HR practices have the ability to influence directly the performance of an organization. The theory also postulates to generate productive capital, workers need to have required set of skills gained and developed through vigorous training and education. From human capital investment, both employees and employers derive their benefits. The level of pay awards the employer gives depends on the employee with a good return on that investment. The Human capital is an important market constituent for any given company.

According to a research conducted by CFO Research Studies in 2013 the estimated human capital value is more than 36% of total revenue for an organization. People add value in organizations thus; assessment of that value will be a basis for planning of HR and for

effectiveness monitoring as well as impact of HR practices and policies. The identification of measures, collection and analysis of information on HR practices and policies will help focus the organization's attention on the action taken in finding, keeping, developing and making the best use of the human capital. Measurements are good indicators for monitoring progress to achieve the HR strategic goals and the general evaluation of practices of HR effectiveness. Human Capital Theory important characteristic is implementation of specific measures in guiding management of people viewed as assets with the emphasis on competitive advantage achieved through strategic investments of assets by engagement of employee, management of talent, retention, both development and learning programs.

Human capital is a representation of the element of human factor in the firm that entails; combined intelligence, relevant expertise and skills needed to give a peculiar characteristic of the organization. Thus, the human elements refer to people with the learning capability, dynamic, and innovative and if well motivated, will ensure how long the organization will survive. These are the intangible resources related to people and together with resources that are there, e.g. land and capital, make up total value of the business. Ghosh & Mondal (2009) defines intangible resources as factors that are neither physical nor financial assets and contribute to the processes of value-generating for an organization.

The Human Capital Theory was used to explain the influence of training and development of employees on the public hospitals' performance in Kenya.

2.2.2 Goal Setting Theory

The theory formulated by Edwin Locke in 1960s as cited in Locke & Latham (2013) posits that, the intentions of working towards the goals of the organization form the major source of motivations. Goals are significant in informing workers of the expectations at the place of work. Specific goals are vital for performance enhancement in a firm, thus goal setting theory

can be considered to support the goals value (Robbins, Judge, & Campbell 2012). Challenging and difficult goals enhance the performance of a firm contrary to the goals that are easy. To add to that, feedback being available leads to better performance in contrast to feedback not being available.

Pride, Hughes and Kapoor (2010) explain that, goals ought to be specific, but not too difficult thus, employees must strive at achieving these goals. In order for enhancement in the organization, rewards ought to be tied to the goals of the organization. The high-level yields are resultant from goals that are specific in nature compared to the general ones. Specific goals play the role of stimulating the internal processes in the firm. Assuming other conditions or factors to be constant (e.g. goals acceptance) the more the goal becomes difficult to achieve, the higher the performance. Setting realistic goals helps companies to further their missions. The role of Goal setting is facilitation of the firm's statements formalization, organization's vision and mission statements implementation. Thus, goals being important motivators at the place of work provide targets to employees that are tangible and realistic as well as achievable (Kopaneva & Sias, 2015).

The goal setting theory was useful in explaining the influence of performance appraisal practices on public hospitals' performance in Kenya.

2.2.3 Agency theory

Agency theory has been applied in understanding situations where there is delegation of responsibility to others for a given task (Fama, 1980). The individual delegating is referred to as the principal, while person assigned the task is known as the agent. The Agency theory is used to explain the choices of guiding behavior aiming at reducing conflict of interests that arise as the principals delegate responsibilities to agents.

According to the agency theory, minimal costs are achieved when the organization is controlled by its owners due to elimination of the conflicts of interest. “An agency cost is inclusive of the costs of bonding, monitoring, and residual loss” (Barney and Ouchi, 1986). The monitoring costs are those costs directly due the control of the action of employees for example creation of administrative functions, implementations of systems etc. The bonding costs are as a result of agent’s pursuit of activities for establishing credentials for behavioral "guarantees" to the employers; for example, a professional certification. The residual loss is the cost that is inevitable to the employer since there is no full or perfect compliance by employees.

The agency theory affirms that, owner plays a big role in maximization of the organization performance whenever agency costs are minimized. However, when there is change of ownership or control, the organization is forced to choose between bureaucracy in control and alignment of incentive to ensure minimal costs (Rao & Neilsen, 1992). Controlling outcomes rewards employees with engagement in risk-taking behaviors that affect the long-run firm performance which consequently reduces the agency costs and improves the performance (Jensen & Murphy, 1990).

Research in compensation and SHRM support this conclusion. To give an example, according to Miles and Snow (1984), the prospector firms with higher risk are more effective when the total compensation package emphasizes on incentives. According to Schuler (1987) entrepreneurial firms, which are prone to high risks need to use long-term incentive programs. Additionally, the use of such type of system of incentive stimulates and reinforces taking of risks as well as the will to assume responsibility. The organization should provide stimulation and reinforcement of taking risks as well as assuming the responsibility for orientation in the long term.

Agency theory was helpful to the study in explaining the influence of employee recruitment and selection practices on public hospitals' performance in Kenya.

2.3 Empirical Review

This study contributed to the pool of knowledge by means of direct experiences and observations where evidence (record of one's experiences and observations) were either analyzed qualitatively or quantitatively.

2.3.1 Training and Development and Firm Performance

In the hiring process HRM aims at searching and securing the best possible candidate in the market. Decenzo, (2010) posit that HRM professionals boast of having the ability to identify and determine both qualified and unqualified employees. However, very few new employees can come in and become fully functioning, giving 100% performance as employees need adaptation to their new surrounding first. Socialization brings about adaptation. During this time, the focus is on orientation of the new employee to regulations, rules, department and work unit, and goals of the organization.

The findings from Palethorpe (2013) views the leadership of teams as a process that is fundamental that focuses on satisfaction of the needs of a team that are critical for enhancement of the team effectiveness. For clear performance, increase of productive time and resilience reduces the factors that are negative like absenteeism and enervation (Anderson, 2014). Top management and employees' level form two important levels of performance contracting. Top management commitment is viewed as the willingness and being loyal and focusing the energies to the process of implementation. Trakoli (2011) argues that the system for management of may lead to a below optimal performance with figures that are good on paper than the reality; unless it gains acceptance through collaboration willingly.

In results-oriented public service study by Lenkeu and Maket (2012), explored “revolutionary changes” targeted at bringing the changes to the civil service aimed at delivering results that are desired. Employees development was found to influence effective and efficient delivery of service, thus management ought to focus on training and development as well as advancement of career. In relation to this, the public sector needs to invest in staff training on values, vision, change of culture, skills, and mission at all levels. Consistent with this study was a study by Dimba (2012) on the moderating role of employees’ orientation of culture in foreign multinational manufacturing companies in Kenya. The study revealed a positive relation between training and development to firm’s performance.

A study was also on “factors affecting performance of hotels and restaurants in Kenya” by Kemunto, Iravo, and Munene (2013) where five hotels were sampled with over twenty rooms and hundred workers and a sample size of over 100 respondents including customers, managers, and employees. Gaps were identified in relation to knowledge and skills of employees and customer satisfaction levels. The recommendation from Strategic management was that the organizations should develop and train its employees as a key HRM practice for the realization of good performance of organizations, as trained manpower has the capability of performing the tasks to their full potential (Balch & Copeland,2007).

2.3.2 Employee Appraisal and Firm Performance

Previously, performance appraisal systems were used to decide the justification of an individual’s wage or salary by linking them to outcomes (Armstrong, 2013). If the performance of employee was below the expectation, pay cut was imminent, and If the performance beyond or above the supervisor’s expectation, a pay rise was accorded (Bamberger & Meshoulam, 2000).The results of performance appraisal determine the reward directly or indirectly. The results of appraisal are used in the identification of the employees who are best and in return get merited, promotions, increment of pay, and other benefits. Furthermore, the results of appraisal

are useful for identification of employees who are performing poorer for their dismissal, demotion or in determining training needs. Performance appraisals align employees to meet the targets through hard work and taking responsibility and thus, contribute to the overall organization's performance (Cascio, 2015). Performance appraisal will only be helpful in achieving the organization's objectives, that is; improvement of organizational performance if it is only performed effectively (Collins & Clark, 2003).

Literature concerning the theory and role of appraisal has been increasing. According to Torrington (2015), line managers have minimal or lack ownership of the performance appraisal since the HR function designs and imposes it. The process is more of form filling exercise for some individuals' rather than having a practical value in relation to performance within the workplace set-up. Therefore, this brings a doubt on performance appraisal effectiveness in the organizations. Some researchers have argued that though there is existence of many appraisal systems that are updated continuously, performance management systems are regarded the best in management of the performance of employee and have been well adapted than have been the review/appraisal process (Chen & Huang, 2009).

The process is evolutionary and continuous that reviews performance in a given time. Based on self-assessment and feedback, performance appraisal provides regular and frequent engagement between management and employees on the needs of development and performance (Delaney & Huselid, 1996). A performance management system is an accountability system on its own as it explains from executives to front-line employees the expectations guiding on the way forward to achieving results and the results of business that they are accountable for (Bruney, 1991). For this process to become effective, it has to start from the top. Performance management system of employees provides an increased operationalization of goals in transforming each employee's goals into an individual scalability

and competence, in direct relationship with the strategy of the organization. (Varma, et al, 2008).

A study done on the performance management system and organizational performance relationship at the Standard Chartered Bank Kenya limited (SCBKL) by Waka (2010) adopted a case study design with a total of 15 respondents. They were interviewed using an interview guide targeting heads of departments as respondents. The findings revealed that performance management system that had been put in place had to a great extent contributed positively to the banks performance (Powell & DiMaggio, 1991). Practices adopted by the bank such as feedback sharing with employees, employee performance evaluation, setting goals, rewarding the performance of employee and disciplining employee contribute to firm's performance. This finding concurs with the study by Ngolovoi (2001) on the effects of perceived social and psychological elements of performance appraisal in a few of the international donor organizations in Kenya, the study found out that performance appraisal had a positive effect on the international donor organizations by promoting positive attitude towards donor relations.

Mureithi (2008) conducted a study on reasons for slow uptake of the concept of performance management in non-governmental organizations conducting business in Nairobi and found out that performance planning and performance contracts have received more emphasis and on the contrary, very little on performance training and monitoring. Obiye (2002), in his study on the survey of raters, preferred methods, and employees uses of performance appraisals in selected tertiary public institutions in Nairobi and found out that while all respondents were well aware of performance management, the only prime areas were contracts and planning. This concluded the need to adopt training in management of performance.

2.3.3 Recruitment and Selection and Firm Performance

Recruitment is a process that entails identification and attraction of potential candidates following an emergence of a vacancy at the work place. The candidates could be from within and outside a firm where they are assessed for future employment. The beginning of selection is identification of candidates of the right caliber (Walker, 2009).

Institutions of labour market play a significant role in firms' strategies of hiring and firing as there are numerous challenges that face employers in their pursuit to fill a vacancy (Thuita, 2008). Labour market upheavals make hiring a very difficult process. Further, imperfection in technological screening may cause a candidate's abilities not to be observed, exposing firms to a mismatch risk which is costly to firms. The legislation on employment protection legislation should be well effected to give them a sense of security. Acting as intermediary on the labour market, the public employment service which plays the role of intermediary between employee and employer could help alleviate search costs for employers through creating a larger pool of active job seekers, thus improving the matching process of employer-employee through the use of various channels (Kugler& Saint-Paul, 2004).

According to a study conducted by Autor et al. (2007) using US data, he posits that stricter protection on employment following introduction of inaccurate -discharge protections has a detrimental effect on firm performance as costs emanating from firing could lead to retention of unproductive workforce. In a study conducted by Aphu (2018) on investigating the effect of selection and recruitment criteria on firm performance involving GN Bank, Accra Ghana was the focal point. After analyzing 130 respondents from the questionnaires, it was made clear that recruitment and selection criteria have a significant effect on organizations' performance and that the more objective the criteria of recruitment and selection could be, the better the

performance of the organization. Therefore, it's crucial for candidates to undergo rigorous scrutiny in order to achieve the best organizational harmony.

In a study conducted in Nigeria by Oaya et.al (2017) employee performance is critical to all business enterprises in economies that are developed and the developing ones. The increase in the rate of employees' poor performance, business failure cum closure in terms of Nigeria is shocking. Sustainability of organizations requires employees to have crucial roles to play so that competitive advantage can be attained by organizations over their competitors globally. The study employed descriptive survey research design to examine. The study revealed that committed and productive employees can be achieved through the use of recruitment agency and internal employee recommendation in the recruitment/selection process rather than recruitment through the influence of host community, which could lead to organizational inefficiency (Lee, 2011). The study recommends Organizations to make use of employment agencies in recruitment and selection, though should be free to reveal their job description and responsibilities. Referral of candidates from active and committed employees was also commendable as it assists in monitoring, obedience, mentoring and coaching among employees. The study also recommended that recruitment/selection process be rooted on the candidate's capability to perform their job responsibilities as opposed to consideration based on host community influences (Som, 2007).

2.3.4 Motivation and firm Performance

Every Organization strives to succeed in its current dynamic and competitive environment (Noel et.al, 2017). As such, its workforce has to be influenced in a manner to cause them work more efficiently and become more productive (Mares et.al. 2011). To achieve this objective, the employees ought to be motivated so that the firm might become more profitable and competitive. Motivation means individual's willingness to put efforts in pursuit of organizational goals (Shane et.al. 2003). For this reason, companies regardless of their size and

market share, put strategies in place to retain the best human capital by recognizing their importance and the role they play in effecting performance. In order for a firm to attain success, acknowledging human capital as the greatest asset is a huge milestone. In circumstances where employees are neither satisfied with their jobs nor motivated, the firm performance is headed to a decline or even death (Janssen & Van Yperen, 2004).

Since people have various needs that keep competing with each other, some happen to be driven by achievement while others by job security, etc. Managers ability to predict, understand and control behavior will enable them know employees needs as far as their jobs are concerned. In a study conducted by Kalimulah (2010) a motivated employees directs hi/her effort towards achievement of organizations goals and objectives and are always looking for ways to better their performance. Therefore, pay has a significant impact in establishing employees' commitment and diligence, being a prime motivator for employees. Moreover, studies have revealed that pay does not necessarily boost productivity in the long run and money does not significantly improve performance (Whitley, 2002).

Focusing only on financial aspect of motivation might negatively affect employees' attitude, causing them to only chase financial gains. Nonetheless, other non-monetary factors are available that lead to positive influence on motivation. These factors are: social recognition, rewards and performance feedback. Good leadership could also motivate employees. Leadership is the ability to have people do a task in the right manner. (Kathama, 2012). Achieving these goals requires the leader gain trust of the employees' so as to follow him comfortably. Nevertheless, for him to gain their trust and perform their tasks optimally, they should get some incentives (Baldoni, 2005). To attain high levels of morality and motivation, leaders and the employees must work in collaboration.

Suggestion scheme for the employees should be evaluated by the management and the feedback used in improving the organizational environment, while improving employee's needs and skills. Following diversity of needs, people are motivated differently and are motivated by myriad of needs namely: physiological, safety and self-actualization needs. Accurate needs of employees could be understood when every level and department are analyzed by management (Ochieng, 2012). A workforce that is motivated and qualified leads to increased productivity and a satisfied clientele. Managers are faced with a challenge of finding means of formulating and sustaining employees' motivation. Managers should as well focus on combating job dissatisfaction (salary, work conditions, relationship with colleagues, supervision), while on the contrary use factors of motivation such as achievement, recognition, responsibility and the work itself.

2.4. Critique of existing literature

Block (1990) termed Human Capital Theory a poor concept. He argued that the theory, despite seeing it on a lens of exchange of commodities where capital employed was purely quantitative one, failed to understand the Human Capital. One more criticism touches on the assumption that productivity could be improved by education hence justification of higher wages. The theorists failed to account for the learning transfer. It didn't answer the question whether the duration of training improved productivity as the pay could be dependent on industry, while wages could differ based on geographical locations, the workers' unions too do regulate pay and wages.

Although there are great benefits associated with goal setting, there are also some setbacks in the process of its implementation. First, linking goals with monetary rewards entices employees to set easier goals as oppose to difficult ones. Another critic of this theory argues that employees may collude with their supervisors to negotiate on goals that have already been

achieved. Secondly, goal setting dwells on a subset of employees' performance indicators not taking into account job performance aspects whose measurement is difficult. Thirdly, setting performance goals is difficult for employees who are learning a new and a complicated job as oppose to established jobs.

The limitations of agency theory in describing corporate governance techniques are laid down by Professor Victor Brudney (1985) who criticized it based on its analysis, with an assertion that private bargaining or contract, significantly limits managerial misbehavior. Pointing out on the prominence of institutions, his argument is that requisite information and institutional techniques lack in strewn stockholders, to either bargain regarding terms of hiring management, or in monitoring and controlling management's activities. His argument is in tandem with that of Roe (1991) who also found out that legal and political factors led to the original separation of power in the US during the 1930s, and not as a result of spontaneous response to the growth of their organizations.

In Criticizing agency theory, Van Essen (2011) focused on the role of ownership in different perspectives by analyzing various formal and informal institutional patterns domicile to those contexts. His findings revealed that the owners of the firms do matter in the strategies, objectives, and performance of the firms; i.e., owner identity is a critical aspect with respect to the ownership attention, performance relation and firm strategy. Young et al., (2008) posits that ownership that is greatly concentrated may cause the firm to face principal vs. principal conflict, i.e., clashes between majority shareholders who control the board, and minority shareholders.

2.5. Conceptual Framework

Robson (2011) defines a conceptual framework as a representation that is diagrammatic of relationships of the variables under study. The predictors for this study were: Employee training, staff performance appraisal, employee recruitment and training, and staff motivation practices. The dependent variable used in the study was performance of public hospitals in Kenya.

Independent Variables

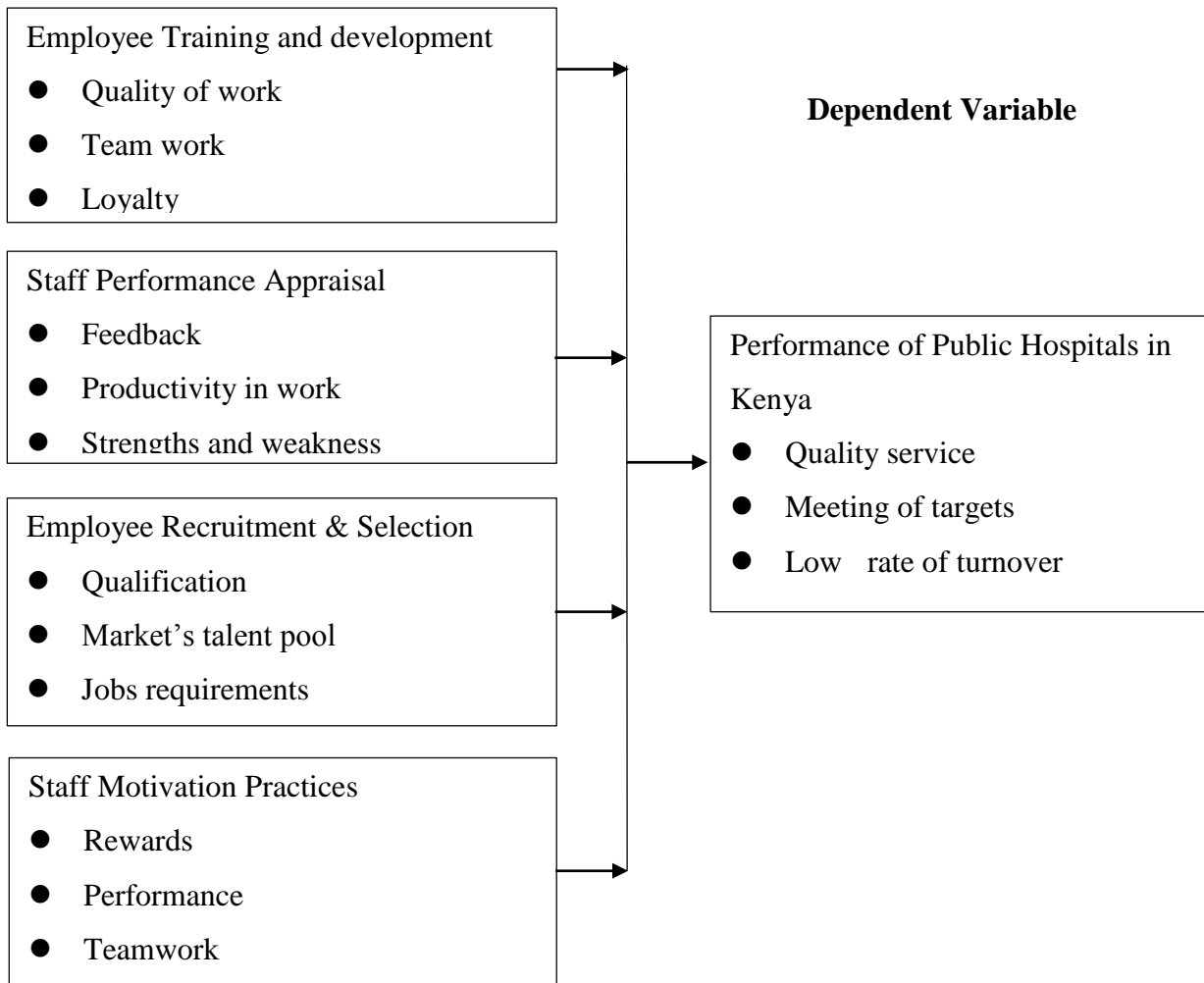


Figure 2.1: The Conceptual Framework

Table 2.1: Operational Definition of Variables

Variable	Operational Definition	Operational Indicator
Employee Training and Development	A program designed to increase knowledge, skills, efficiency and value creation to be able to do a task much better.	Quality of work Team work Loyalty
Staff Performance Appraisal	a method or tool used by management to evaluate and provide the necessary feedback of the performance of an employee which includes the actions to be taken to redirect or improve activities that are needed.	Feedback Productivity in work Strengths and weakness
Employee Recruitment & Selection	It is an approach/system of acquiring staff for an organization during employee recruitment process.	Qualification Market's talent pool Jobs requirements
Staff Motivation	The commitment level, creativity, and energy level felt by an employee towards the job they are doing.	Rewards Performance Teamwork
Performance of public hospitals	The rate at which both the organization and employees achieve towards the organization objective.	Quality service Meeting of targets Low rate of turnover

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses logical description of the numerous methodologies and procedures to be applied in carrying out the research. The following sub-sections were discussed, namely: Research design, target population, sample size and frame, sampling technique, Instrumentation, procedure for data collection, pilot test, validity, reliability, instruments used and data analysis and presentation. The scholar presents information that describes the procedures and research methodology adopted in the study. It defines the target population; steps used in carrying out the study to facilitate achievement of the study objectives; describes the research design, which, according to Burns & Grove (2003), refers to a blueprint for conducting a research.

3.2. Research Design

According to Kothari (2009), a research design is a structure that has been conceptualized and within which the research will be conducted. A research design acts as a blue print for collecting, measuring, as well as analyzing data. The descriptive research design describes the characteristics of a specific individual or a set. Basically, descriptive research design entails precise predictions, with description of facts and characteristics of specific individuals or circumstances. According to Orodho (2009) descriptive design is suitable as it is useful in obtaining information that describes existing phenomena through individual's perceptions, behavior, values, and attitudes.

Creswell (2012) alluded to the fact that a descriptive research design is more structured and is meant to offer a precise and valid representation of the variables pertaining to the study

objectives. The study adopted a descriptive research design where questionnaires were administered to the sample population to describe opinion, attitude, behavior or characteristics of the study population. This enabled the researcher to obtain information on the effects of strategic human resource management practices on employee performance in selected public hospitals.

3.3. Target Population

The Population of the study was selected public hospitals in Kiambu, Kajiado, Machakos and Nairobi counties that are duly registered under the Kenya Medical and Dentist Board. Target population refers to the total or aggregate number of the elements that conform to a certain set of specifications (Cooper& Schindler 2006).The target population for this study comprised of the four selected counties’ public hospitals in Kiambu, Kajiado, Machakos, and Nairobi. The researcher had categorized departmental heads across each subdivision in the hospitals to comprise of: Human Resource Department and Administration in each of the following hospitals as noted in the table below, based on the Kenya Workers Health Information System. The target population was 380 respondents.

Table 3.1: Target Population

Population category	Nairobi Public Hospital	Kiambu Public Hospital	Kajiado Public Hospital	Machakos Public Hospital
HR	24	14	18	64
Administration	44	47	27	144
TOTALS	66	61	45	208

Source: The Kenya Health Workforce Information System (KHWIS) (2018)

3.4. Sample Size and Sampling Technique

3.4.1. Sample Size

The sample size was drawn from the population of the four public hospitals comprising of HR & administration staff. A sample is a small part of the population whose purpose is to draw conclusions concerning the entire population. Its prime purpose is to make estimate of the undisclosed characteristics of the population (Mugenda & Mugenda, 2003) Sampling can therefore be said to be a systematic selection process of a number of individuals representing a larger group for the purpose of study (Marshal & Rossman, 1999). According to Mugenda and Mugenda (2013), when the population of the study is less than 10, 000, a sample size ranging between 10 and 30% is a sufficient representation of the targeted population and hence 10 % is enough for analysis. Arriving at four counties from the possible 47 was through stratified technique of sampling following auditor general's release of a report comprising of 8 best performing counties and 8 poorly performing ones. From the four counties, a sample frame of 380 respondents was used to draw a sample size of (195) respondents. Since the population was less than 10,000, Yamane 1967 formula, as cited in Sing and Masuku (2014), was used in obtaining the sample size of the study:

$$n = \frac{N}{1 + Ne^2}$$

Where, n = sample size, N = Population, e = margin error at 95% confidence level assumed to be 0.05 or 5% precision.

The sample size for our study will be:

$$n = \frac{380}{1 + (380 \times 0.05^2)}$$

$$n = \frac{380}{1 + (0.95)}$$

Therefore n = 195.

To calculate the respondents from each hospital, the researcher used the following formula:

$$\frac{\text{population}}{380} \times 195$$

Table 3.2 below shows the sample per strata as well the sampling frame.

Table 3.2: Sample size and sample frame

Population category	Nairobi Public Hospital	Kiambu Public Hospital	Kajiado Public Hospital	Machakos Public Hospital	TOTALS
Human resource	12	7	9	33	61
administration	22	24	14	74	134
TOTALS	34	31	23	107	195

3.4.2. Sampling Technique

The researcher proposed to use stratified method of sampling based on the hospitals with wider clientele, being big in size and with a wider range of services being offered. In short, these were level 5 hospitals across the four counties. Stratified sampling is a technique that restricts the possibility of samples that are less extreme, though are a good representation of all of the population in the sample to ensure there is efficiency (Fowler, 2013). The sample size was divided into two strata, i.e. HR departments and Administration departments. The sample size was based on terms of engagement, i.e. permanent workers were targeted and their proportion varied from one county to the other. According to Mugenda & Mugenda, (2008) sampling process involves a selection of given individuals for study that are from a larger group with similar characteristics. The study population was homogenous.

3.5. Research Instrument

Primary source of data was used for the study. This was captured from questionnaires which were given to respondents to fill and return. Both closed and open-ended questions were included in the questionnaire that were given to SHRM departmental personnel of selected hospitals in selected counties in order to collect data that was analyzed to determine the effects of Strategic Human Resource Management practices on Performance of Public Hospitals in Kenya (Oso & Onen, 2009; Kothari, 2004). According to Lavrakas (2009), questionnaire is a collection of items or questions where a respondent is expected to respond in writing. This study made use of questionnaires as the study population was literate enough and the information being sought was easily described in writing.

3.6. Validity and Reliability of the Instrument

This section discusses pre-testing of the questionnaire for measuring and enhancing its validity and reliability.

3.6.1. Validity

Validity refers to the extent to which given test items represents the content of what is designed to measure (Porter, 2010). According to Mugenda and Mugenda, (2009) validity is the degree to which the results obtained from the analysis of the collected data represent the phenomenon being studied. The study employed content validity. Content validity is the degree to which data collected using an instrument represents a specific concept in a domain. Kothari (2008) affirms that for content validity assessment, professional or expert review of instrument is used. The expert comments on the suitability and representativeness of questions, giving suggestions on correction to be made on the content of the questionnaire. Content validity and construct validity using a five point likert scale were useful in ensuring that the data collected was relevant to the study.

3.6.2 Reliability Test

Reliability is consistency of result from continuous measurement. Reliability is increased through inclusion of many similar items, a diverse sample of individuals, and unified testing procedures. In order to test for reliability, the Cronbach's alpha was used. According to Goforth (2015), Cronbach alpha is a measure used to assess reliability related to internal consistency of a data collection instrument. For instance, Cronbach's alpha lies between 0 - 1. A score of 0.6 and below is an indication that the reliability of the instrument is low while a score of 0.7 and above is an indication of high level of internal consistency and means the instrument is reliable. Therefore, the researcher was able to effectively identify data consistency and reliability.

3. 6. 3. Pilot Study

A pilot study entails carrying out a maiden study where a researcher goes through the whole process of study using a small sample. A pilot study is crucial as it helps the researcher to refine the questionnaire as well as to establish its validity and reliability. After the questionnaire is concluded, it's ideal for it to be tested in the field before it collects the actual data (Mugenda & Mugenda, 2003). It's also recommended that pilot study should not involve subjects that would feature in the main study to avoid bias (Yang, 2008).

The researcher carried out a pilot study using 11 respondents from two hospitals that were suitably selected and those that were not to be part of the main study. The pilot sample was in line with the recommended 10% of the sample size. A Cronbach's alpha of 0.78 was obtained which indicated the instrument was reliable as recommended by Goforth (2015). The senior managers were requested to fill the questionnaire and advice on its clarity and whether there were any changes to be made. This helped in determining the validity of the instrument and whether it was to provide the data required, i.e. content validity. This section discusses pre-testing of the questionnaire for measuring and enhancing its validity and reliability.

3.7. Data Collection Procedure

The Researcher sought permission from KCA University after satisfactorily completing the proposal and having it approved, so as to proceed to data collection. The researcher also sought permission from relevant county hospital officials where the study was conducted. An introduction letter was issued to the researcher by the school. This served as an introduction of the researcher to various institutions where data was collected as well as a tool for explaining and guiding respondents on the purpose of the study and how the information was being handled. The questionnaires were dropped and picked at a later date. The respondents were given enough time to attend to the questionnaires. The researcher also made follow up phone calls through the contact persons to establish whether the progress was on course. The questionnaires were distributed across selected hospitals in four counties namely: Nairobi, Kiambu, Machakos and Kajiado. The collected data was thoroughly studied and grouped into meaningful logical units known as codes where segments of the same data were marked using descriptive words, symbols or category names.

3.8. Data Analysis and Technique

After the questionnaires had been received from respondents, they were analyzed from the responses given. The findings were further compared to the study objectives in order to determine whether they were achieved. SPSS was used to analyze the data and the results were presented by use of charts and graphs. Inferential analysis was used to determine the relationship between the predictor variables and the dependent variable. However a number of tests were conducted: Coefficient of determination (R^2) was used to measure the extent to which the variation in supply chain management performance is explained by the variations in its determinants. Adjusted R^2 was also used to test the goodness-of-fit requirement bearing the multiple determinants. Correlation analysis was used to compute correlation coefficient (r)

which was used to assess the relationship between variables, the direction of the relationship and the strength of that relationship(Jamal, 2017).

ANOVA (F-test)was performed to test the significance of the whole model at a 5% significance level. The F-calculated value from the regression data and the F-critical value from the F-distribution table were applied in determining the robustness of the model. The p-value was also used in testing the significance of the model. If the model results of the p-value were below 0.05, then the model was deemed satisfactory. T-test was also done to test the significance of each of the independent variables in influencing supply chain management performance. This was done at 95% confidence level.

The study examined normality of the variables using the skewness and kurtosis tests. According to Kline (2011), the normality of variables can be assumed if the skewness statistics is within interval (-3.0, 3.0) and the kurtosis statistic is lying in the interval (-10.0, 10.0). Shapiro Wilk test was also used in this study to test for normality. If the p-value of any of the variables was less than the significance level, the researcher rejected the hypothesis that such variable is not normally distributed. If the p-value was greater than the significance level, the researcher did not reject the hypothesis that such variables were not normally distributed (Razali & Wah, 2011).

Multi-collinearity test was conducted to determine if two or more of the predictor (independent) variables in the regression model were highly correlated. Variance inflation factor (VIF) was used to test Multi-collinearity. If the VIF value of exploratory variables were greater than 10, then variables were regarded as highly collinear (Brooks, 2008). Regression models were used to analyze the relationship of the independent variables and the dependent variable at 95% confidence level which indicates 0.05 significance level.

The model was regressed as below:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where, y = Performance of public hospitals,

X₁ = Training and Development

X₂ = Staff's Performance

X₃ = Employee Recruitment and Selection

X₄ = Staff motivation Practices

ε = error term

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1. Introduction

This chapter presents results, analysis and discussion of the results in line with the objectives of the research. The results were presented using tables and charts. This chapter includes response rate of the study, demographic characteristics of the respondents, descriptive statistics, diagnostic tests, test of assumption, and inferential analysis.

4.2. Response Rate

The total questionnaires distributed were 195 out of which 152 were returned. Thus, the response rate was 78% which affirmed to be satisfactory as recommended by Mugenda and Mugenda that a response rate of 50% and above is sufficient to yield accurate and reliable results (Mugenda and Mugenda, 2010). Figure 4.1 shows the representation of the response rate.

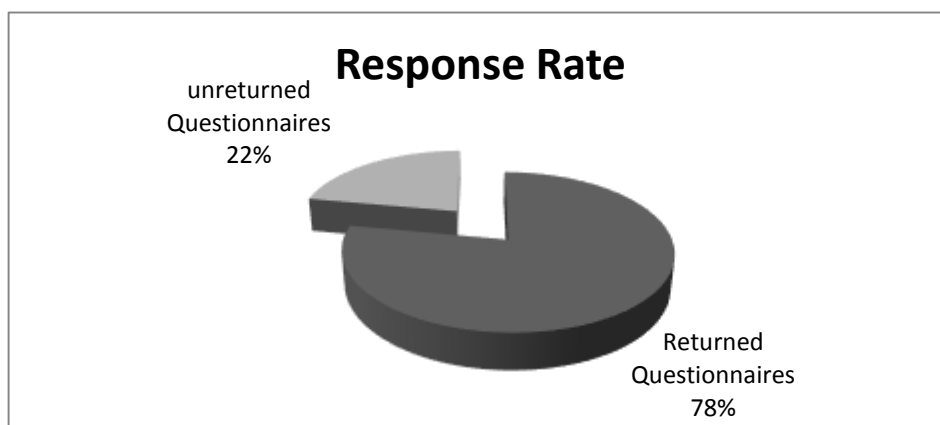


Figure 4.1: Response Rate.

4.3. Demographic information

This section presents the response of the respondents based on characteristics such as gender, age bracket, level of education, job position, and the length of period worked in public hospital.

4.3.1. Respondents by Gender

The findings from the research revealed that 64.5 % (98) of the respondents were male while 35.5% (54) were female. Figure 4.2. below shows the respondents by gender. Thus, we can confidently say that the public health sector is compliance in accordance to Two- third gender rule.

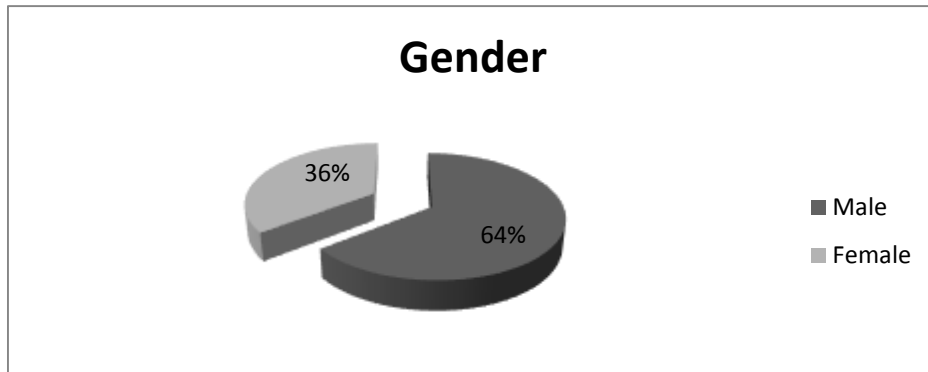


Figure 4.2: Respondents by Gender

4.3.2. Respondents by Age group

The study found it important to look at the age group of respondents. This helped in understanding age distribution among the various job groups in the industry. It was also useful in explaining the rate of hiring as well as retention of employees in the public hospitals. Figure 4.3 below shows the data in relation to the age groups of respondents.

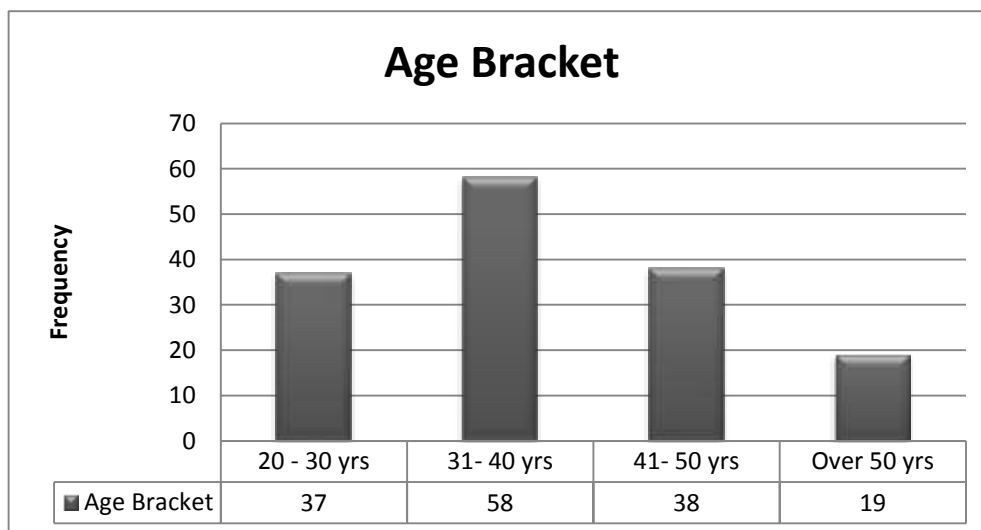


Figure 4.3:

Respondents age group

Figure 4.3 above revealed that 24.3% (37) of the respondents were in their early twenties this could be the employees who are mostly new to the industry mainly as fresh graduates or internship basis, 38.2% (58) were young adults where this group could be those who have spent some years working in the sector, 25% (38) were above 40 yrs. but below 50 where this group would likely represent those who have worked for a while in the sector and are quite experienced, and finally only 12.5% of the respondents (19) were above 50 years where this group could represent employees that have worked for long in the sector and are characterized with vast experience. We can conclude that the distribution of respondents by age group gives a clear picture that the public health sector is fairly distributed with employees of all age groups.

4.3.3. Respondents Academic level

The study also sought to understand the level of education of respondents. This would be useful in determining their understanding and also will also in assessing the credibility of their responses. Table 4.1 below show the findings.

Table 4.1: Respondents level of education.

Level of education	Frequency (F)	Percentage (%)
Secondary level	23	15.1
Undergraduate	98	64.5
Postgraduate	31	20.4
TOTAL	152	100

From the findings, 64.5% of the respondents were undergraduates, 20.4% were postgraduates with only 15.1% as O-level graduates. Health being among the big five agendas of the jubilee government, the health sector is important. The findings provide a clear picture that the health

sector is represented with a majority who are educated. Thus we are confident that the information provided for this study is reliable.

4.3.4. Respondents Job Position

The study also sought to understand the position of the respondents. This was useful in ensuring the responses were not biased. The Table below shows that the study was able to capture data from almost all the positions even though some had a few representations, based on their nature of work or the number of people in those positions.

Table 4.2: Job Position

Level of Management	Frequency(F)	Percentage (%)
Executive/ CEO	3	2
Program Officer	37	24.2
Project Manager	4	3
Departmental head	20	13.1
HR	43	28.3
Others	45	29.6
TOTAL	152	100

4.3.5. Period worked in Public hospital

The study also found it important to understand the length of service of the respondent. This would be useful in understanding retention rate of employees as well as the rate at which the public hospital hires. Table 4.3 below shows the findings.

Length of service	Frequency(F)	Percentage (%)
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Less than 1 year	38	25
1 – 2 years	44	28.9
3 – 4 years	38	25
Above 5 years	32	21.1
TOTAL	152	100

Table 4.3: length of service

From Table 4.3 above, 57.8% represent the length of service period of up to 2 years. Where 25% are those who have worked for less than 1 year which means they are still very fresh or new in their roles. While 28.9% of the respondents have worked for 1 to 2 years. However 46.5% of the respondents have worked in the public hospitals for more than 3 years, with a specific 21.1% working for 5 years and above. Thus we can deduce from the findings that 25% of employees leave their jobs each year. According to WHO (2010) East African Region has most severe shortage of health care workers worldwide which translates to only 1.9 total health care workforce for every 1000 population.

4.4. Descriptive Statistics of Study Variables

Data captured from the questionnaire was analyzed and interpreted in relation to the study objectives. The following is the descriptive statistics based on each variable and their interpretation.

4.4.1. Status of performance of Public hospitals.

The main objective of the study was to establish the effect of SHRM practices on Public Hospital performance in Kenya. The following statistics were captured in relation to the main objective of the study. Table 4.4. below represents the statistics.

Table 4.4: Status of Performance of Public hospitals in Kenya.

Performance of Public Hospitals indicator	Mean	Std.Dev
Due to SHRM practices public hospitals have provided quality services	3.29	1.412
Service delivery has increased	4.21	.577
Employees in my organization meet their desired targets.	3.81	.834
There has been an improvement on the targets achieved by the hospital in general.	3.22	.989
More people are employed annually	2.49	1.446
The organization has been witnessing high rate of employee turnover.	3.07	1.481
Performance of Public Hospitals	3.45	1.123

From Table 4.4 above, the research found that, due to SHRM practices public hospitals have provided quality services (mean = 3.29, stdev = 1.412). Respondents didn't give significant statistical evidence that explained how SHRM practices have influenced the provision of quality services in the public hospital. Odhiambo-Oitieno (2005) argued that funding of health services is a major issue which leads to the government facilitating management of some hospitals to ensure there is provision of better and quality health care to its citizen. Chuma and Okungu (2011) argued that, in Kenya, the public hospitals utilize a large chunk of the health sector resources though there is no significant effectiveness and efficiency.

The Study provided significant statistical evidence that due to SHRM practices service delivery increased (mean = 4.21, stdev = 0.577). Githua (2006) opined that the capacity of the staff employed in public hospitals i.e. their size in numbers and their competence levels is a major determinant of successful provision of quality and sustainable health services. According to a study that was carried out by ministry of health in Kenya whose findings showed that 61% of Healthcare managers in public hospitals were inadequately skilled, lacked understanding and competence for the roles of management, which further affected

health service delivery in the height of unconscious mismanagement of public health facilities, leading to financial constraints and loss of lives (MOH, 2015).

The study also showed some slight statistical evidence that employees in public hospitals meet their targets (mean = 3.81, stdev 0.834). Rehman (2009) viewed employee performance as level at which employee of an organization apply their knowledge and skills to achieve desirable results that meet the objectives of the organization. However the study did not provide significant statistical evidence on improvement on the target achieved by the public hospitals in general (mean = 3.22, stdev 0.989). Katou and Budhwar (2007) argued that, organizations aim at maximization of resources and achieving a high financial performance through customer and employee satisfaction, provision of quality products and services as a tool to achieve performance.

The study also showed some significant statistical evidence where majority of the respondents disagreed that more people are employed each year as supported by (mean = 2.49, stdev = 1.446). This explains the argument made by WHO (2010) that East African Region records the most severe shortage of health care workers worldwide, translating to only 1.9 total health care workforce for every 1000 population. Finally there was no significant evidence that suggested the public hospitals witnessed a high rate of employee turnover supported by (mean = 3.07, stdev = 1.481).

Generally, the study did not provide strong significant statistical evidence that strategic human resource management practices have influenced the change of performance in public hospitals in Kenya as supported by the statistics mean = 3.45 which translates between not sure and agree. Samaddar, Chauhan, and Garg (2018) opined that hospitals whether public or private ought to be competitive to attract patients, however the management should view the hospital not only at satisfaction level of the hospital but also as the satisfaction

influenced by the employees and the infrastructure levels. Gomes (2003) further argued that people should change focus in measuring the performance of an organization in terms of finance but should as well concentrate on other important indicators of performance like creativeness, quantity and quality of work, knowledge of the job and many others.

4.4.2. Influence of Training and development on Performance of public hospitals.

In attempt to attain the first objective of the study which was to establish the effect of training and development of employees on Public hospitals performance in Kenya, the following statistics help to answer the study question; what is the effect of employee training and development on public hospitals’ performance in Kenya? Figure 4.4 and Table 4.5 below show the statistics.



Figure 4.4: Training and development

From figure 4.4 above, 104 respondents (68.4%) agree that public hospitals conduct employee training and development, while 48 of the respondents (31.6%) are of contrary opinion. According to Decenzo (2010), though HRM professionals have the ability to identify employees that are qualified and those that are not, often new employees in an organization do not give 100% performance, thus training is needed. Employee development influences the delivery of service and it's vital for an organization to invest in training and development of employees as well as advancement of career (Lenkeu & Maket, 2012).

Table 4.5: Employee Training and development

Employee Training and development indicator	Mean	Std.Dev
New employees have to undergo training before they become fully functioning	3.29	1.529
Employees recruited adapt to their new surroundings through socialization as a means of bringing about inclusiveness.	4.21	.939
The management focuses on orienting the new employee(s) to the rules, regulations, and goals of the organization, department and work unit.	3.81	1.132
Training and development is a human resource practice that can provide competitive advantage to organizations, if properly implemented.	3.22	1.158
Employees are made aware of the nature of the job, the job requirements and the working conditions.	2.49	1.447
Employee development creates efficient and effective service delivery	3.45	1.138
Employee turnover is caused by the low level of strategic planning in training and development.	2.78	1.196
Employee Training and development	3.33	1.423

The findings from Table 4.5 above revealed that, there was no significant statistical evidence that suggested new employees in public hospitals have to undergo training before they become fully functioning. Supported (mean = 3.29, stdev = 1.529).Decenzo (2010) argued that though HRM professionals boast of having the ability to identify and determine both qualified and

unqualified employees very few new employees can come in and become fully functioning giving 100% performance.

The study provided significant statistical evidence that employees recruited adapted to their new surroundings through socialization as a means of bringing about inclusiveness. This was supported by mean = 4.21, stdev = 0.939. Decenzo (2010) affirmed that employees need adaptation to their new surrounding first. Socialization brings about adaptation. During this time, the focus is on orientation of the new employee to regulations, rules, department and work unit, and goals of the organization.

The study also provided some slight significant evidence that the hospital management in public hospitals focused on orienting the new employees to the rules, regulations, and goals of the organization, department and work unit (mean = 3.81, stdev = 1.132). Palethorpe (2013) opined that leadership of teams is critical for enhancement of the effectiveness. Good leadership influences the performance and productivity of employees.

The study did not provide significant statistical evidence that training and development as a human resource practice provided competitive advantage to organizations, if properly implemented (mean = 3.22, stdev = 1.158). Balch and Copeland (2007) posited that the public sector needs to invest on staff training on values, vision, change of culture, skills, and mission at all levels. The recommendation from Strategic management was that the organizations should develop and train its employees as a key HRM practice for the realization of good performance of organizations, as trained manpower has the capability of performing the tasks to their full potential .

There was no statistical evidence that proved employees were made aware of the nature of the job, the job requirements and the working conditions in the public hospitals. This is shown as most of the respondents disagree on that statement (mean = 2.49, stdev = 1.1447).

The study provided some significant statistical evidence to suggest that employee development creates efficient and effective service delivery as shown by mean (3.45) which is slightly above 3.00 which translates to not sure. The findings are supported by Lenkeu and Maket (2012) who found out in their study of results oriented public service that employees development influenced effective and efficiency delivery of service. They further stressed on that management of organizations to focus on training and development of their employees as well career advancement.

Finally respondents disagreed that employee turnover was caused by the low level of strategic planning in training and development as indicated by mean (2.78). Mitchell et al, (2001) pointed out that there was a great tendency of voluntary turnover affecting a vast number of companies. In general, the findings did not provide significant evidence that suggested training and development as a strategic human resource management practices influenced performance of public hospitals (mean = 3.33). This is inconsistent to previous studies by Dimba (2012) on the moderating role of employees' orientations of culture in foreign multinational manufacturing companies in Kenya where the study revealed a positive relation between training and development to firm's performance. Further, Balch and Copeland (2007) recommended that from Strategic management perspective, organizations should develop and train its employees as a key HRM practice for the realization of good performance of organizations, as trained manpower has the capability of performing the tasks to their full potential.

4.4.3. Influence of Staff Performance Appraisal on Performance of public hospitals.

The second objective of the study was to identify the effect of staff performance appraisal on public hospitals' performance in Kenya. To attain that objective the study sought to answer the research question; To what extent does Staff performance appraisal affect public Hospitals' performance in Kenya? The following statistics in figure 4.5 and Table 4.6 represent the findings.

Does performance appraisal affect employee performance in the hospital industry in Kenya?

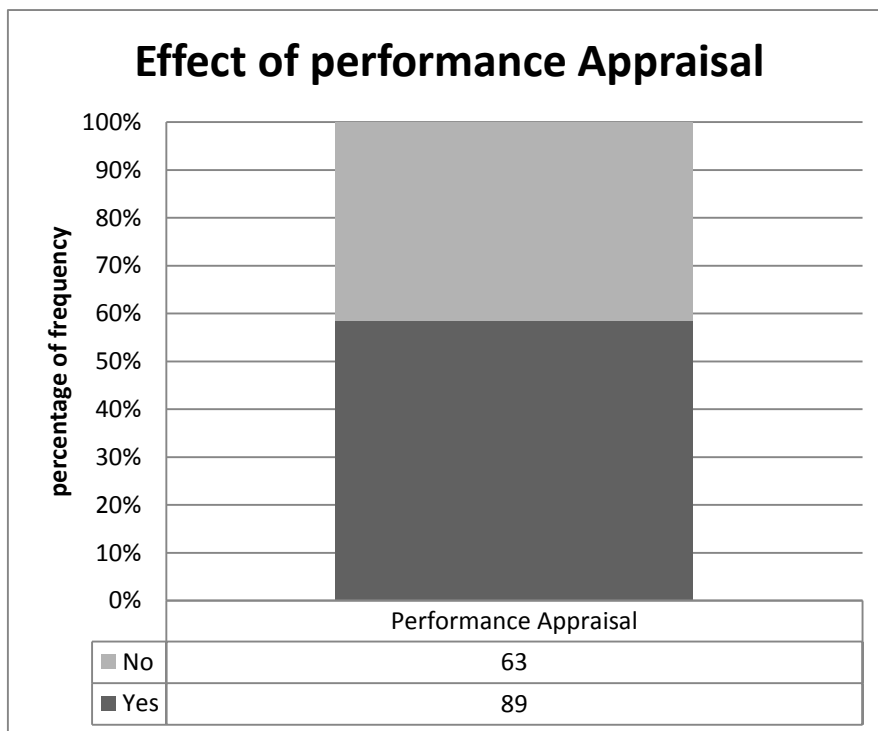


Figure 4.5: Effect of performance appraisal on employee performance.

The findings from figure 4.5 above revealed that 89 respondents (58.6%) believe that performance appraisal affects the performance of employee in public hospitals, while 68 (41.4%) are of contrary opinion. Cascio (2015) argued that performance appraisals align employees to meet the targets through hard work and taking responsibility and thus, contribute to the overall organization's performance. However, Collins and Clark (2003) opined that Performance appraisal would only be helpful in achieving the organization's objectives only if

performed effectively. Further, Torrington (2015) argued that performance appraisal process is more of form filling exercise for some individuals' rather than having a practical value in relation to performance within the workplace set-up brings a doubt on its effectiveness in organizations.

Table 4.6: Staff performance appraisal

Staff performance appraisal indicator	Mean	Std.Dev
The management appraises employees by aligning individual performance to organizational objectives and encourages the staff to uphold the organization's core values.	3.29	1.529
Employee appraisal enables organizations' expectations to be defined and agreed upon	4.21	0.939
There exists a systematic employee appraisal system for improving organizational performance	3.81	1.131
HR managers seek to design appraisal structures that facilitate provision of opportunities that help identification of individual's goals skills and competencies.	3.22	1.158
The management clarifies mutual expectations of both the organization and the employees, emphasizes the support role of managers.	2.49	1.448
The overall objective of public hospital is to develop the capacity of people to meet and achieve their full potential for themselves and the organization.	3.45	1.437
The organization provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment.	3.11	1.339
Staff performance appraisal	3.37	1.283

From table 4.6 above, the study did not provide significant statistical evidence that the management of public hospitals appraised employees by aligning individual performance to

organizational objectives and encouraged the staff to uphold the organization's core values (mean = 3.29, stdev = 1.529). This is contrary to the argument made by Cascio (2015) that performance appraisals align employees to meet the targets through hard work and taking responsibility and thus, contribute to the overall organization's performance.

The study provided significant statistical evidence that employee appraisal enabled organizations' expectations to be defined and agreed upon, in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be) (mean = 4.21, 0.939). This concurs with the argument of Cascio (2015) that performance appraisals align employees to meet the targets through hard work and taking responsibility and thus, contribute to the overall organization's performance.

On the existence of employee appraisal system as a systematic process for improving organizational performance within an agreed framework of planned goals, standards and competency requirements, the study provided some slight significant evidence to support that (mean= 3.81). A performance management system is an accountability system on its own as it explains from executives to front-line employees the expectations guiding on the way forward to achieving results and the results of business that they are accountable for (Barney, 1991).

The study also showed that there was no significant evidence that HR managers sought to design appraisal structures that facilitate provision of opportunities that helped individuals to identify their own goals and develop their skills and competencies (mean = 3.22, stdev = 1.158). Varma, et al (2008) argued that for the appraisal process to become effective, it has to start from the top. Performance management system of employees provides an increased operationalization of goals in transforming each employee's goals into an individual scalability and competence, in direct relationship with the strategy of the organization.

The respondents disagreed that the management of public hospitals clarified mutual expectations of both the organization and the employees or even emphasized the support role of managers who are expected to act as coaches rather than judges as they focus on the future. This is supported by the statistics of mean = 2.49, stdev = 1.146. Torrington (2015) affirmed that, line managers have minimal or lack ownership of the performance appraisal since the HR function designs and imposes it. The process is more of form filling exercise for some individuals rather than having a practical value in relation to performance within the workplace set-up, bringing a doubt on performance appraisal effectiveness in the organizations.

The study showed that there was some slight agreement that the overall objective of public hospitals is to develop the capacity of employees so as to meet and exceed their expectations and to achieve their full potential to the benefit of themselves and the organization (mean = 3.45, stdev = 1.437). According to Cascio, (2015), the results of performance appraisal were useful in determining the reward directly or indirectly. The results of appraisal are used in the identification of the best employees who in return get merited, promotions, increment of pay and other benefits. According to Waka (2010), where performance management system had been put in place in banks contributed positively to performance of those banks.

Finally, the study did not provide significant statistical evidence that public hospitals provided the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment. This finding is inconsistent with the finding of Ngolovoi (2001) that practices adopted by the banks such as feedback sharing with employees, employee performance evaluation, setting goals, rewarding the performance of employee and disciplining employee contribute to firm's performance.

Generally the study did not provide clear significant evidence to suggest that staff performance appraisal as a strategic human resource management practice influenced the performance of

public hospitals in Kenya as supported by a mean of 3.37. Collins and Clark (2013) argued that if performed effectively, performance appraisal could be a useful tool in achieving the organization's objective.

4.4.4. Influence of Employee recruitment and selection on Performance of public hospitals.

The third specific objective of the study was; to identify the effect of Employee recruitment and selection on Public hospitals' performance in Kenya. To achieve that, the study sought to answer the research question; how does Employee recruitment and selection influence public Hospitals' performance in Kenya? The statistics from Figure 4.6 and Table 4.7 help answer that.

Does your Hospital have Employees Recruitment and Selection Criteria?

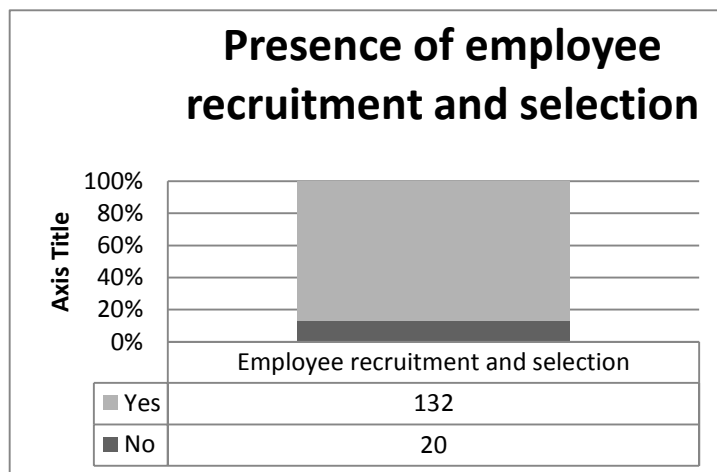


Figure 4.6: Presence of employee recruitment and selection

The findings from Figure 4.6 above revealed that 132 respondents (86.4%) agree that public hospitals they worked in had a criteria for recruiting and selecting employees, while the remaining 20 (13.6%) believed there was no such a criteria present in public hospitals. Oaya et.al (2017) argued that employee performance is critical to all business enterprises in economies that are developed and the developing ones. Further, sustainability of organizations requires employees to have crucial roles to play so that competitive advantage could be

attained by organizations over their competitors globally. Lee (2011) recommended to organizations to make use of employment agencies in recruitment and selection and internal employee recommendation in the recruitment/selection process rather than recruitment through the influence of host community, which could lead to organizational inefficiency.

Table 4.7: Staff recruitment and selection

Staff recruitment and selection indicator	Mean	Std.Dev
Public hospital conducts the hiring process, it attempts to search and secure the best possible candidate..	3.29	1.529
Competence of the individual is an important factor that influences operational effectiveness in terms of quality products and services.	4.21	.932
There exist gaps as far as employee skills, knowledge and customer satisfaction levels are concerned, based hiring criteria used	3.81	1.131
The HR managers encourage role interchanging among the hiring committee during decision making in hiring.	3.22	1.158
The HR managers conduct hiring from a diverse range of talent pool across the existing market.	2.49	1.432
Staff recruitment and selection	3.40	1.236

Findings from table 4.7 above, reveal that there is no significant statistical evidence that suggest Public hospital conduct the hiring process as they attempts to search and secure the best possible candidate (mean = 3.29). Walker (2009) noted that, the beginning of selection is identification of candidates of the right caliber. The candidates could be from within and outside a firm where they are assessed for future employment.

The study proved significant statistical evidence to suggest that the competence of an individual was an important factor that influenced operational effectiveness in terms of quality products and services (mean = 4.21). Aphu (2018) explained that, recruitment and selection

criteria have a significant effect on organizations' performance and that the more objective the criteria of recruitment and selection was, the better the performance of the organization. Som (2007) in his study further recommended that recruitment/selection process be rooted on the candidate's capability to perform their job responsibilities as opposed to consideration based on host community influences.

The study provided some slight significant evidence that there exist gaps as far as employee skills, knowledge and customer satisfaction levels are concerned based on hiring criteria used (mean = 3.81). Thuita (2008) argued that the institutions of the labor market play a crucial role in relation to an organization strategy of hiring and firing of employee which result to various challenges for the process. Further, imperfections in technologies used for screening of candidates may assume competence of an individual leading to a mismatch, which is risky and costly to the organization. According to Oaya et.al (2017) employee performance is critical to all business enterprises in economies that are developed and the developing ones.

The study provided no significant evidence that the HR managers of public hospitals encourage role interchanging among the hiring committee during decision making on hiring (mean = 3.22, stdev = 1.158).

There was disagreement that the HR managers of public hospitals conducted hiring from a diverse range of talent pool across the existing market. Thuita (2008) argued that the labor market upheaval makes hiring process a very difficult process. Further the imperfections in technology which at times proves to be a costly and risky affair especially where there is a mismatch of candidate abilities and the gaps expected to be filled in the organization. Kugler & Saint-Paul (2004) explained that the public employment service act as an intermediary between the labor market for employee and employer could be helpful in alleviating search costs for

employers through creating a larger pool of active job seekers, thus improving the matching process of employer-employee through the use of various communication channels.

Generally, there was no significant statistical evidence that showed staff recruitment and selection influenced performance to a great extent (mean = 3.4). Oaya et.al (2017) postulated employee performance as critical to all business enterprises in economies that are developed and the developing ones, as organizations require the employees to play crucial roles in attaining competitive advantage of the organizations. Internal employee recommendation is a good source of committed and productive employee and not forgetting recruitment agencies.

4.4.5. Influence of Staff motivation Practices on Performance of public hospitals.

The fourth and last specific objective of the study was to establish the effect of staff motivation practices on Public hospitals’ performance in Kenya. To achieve this, the study sought to find out to what extent staff motivation practices influenced public hospitals’ performance in Kenya. Statistics in figure 4.7 and Table 4.8 below show the findings.

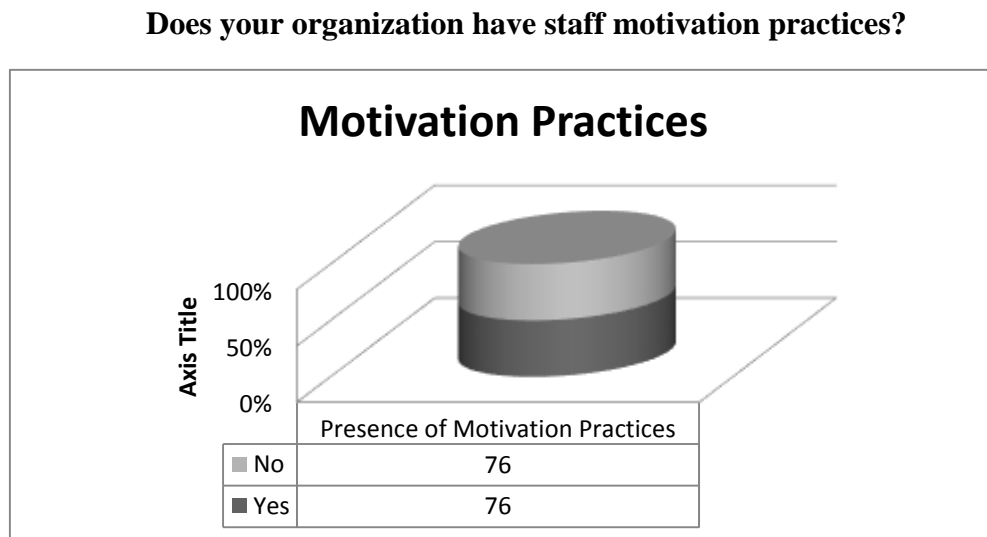


Figure 4.7: Presence of Staff Motivation Practices.

From figure 4.7 above there was parity on the existence of staff motivation practices in public hospitals. 50% of the respondents were of the view that public hospitals had motivation practices while 50% did not feel or witness staff motivation practices.

Table 4.8: Staff motivation practices

Staff motivation Practices indicator	Mean	Std.Dev
There exists a motivation management strategy that is used by Human Resource Managers for attracting and retaining suitable employees.	3.29	1.530
The motivation for working is to satisfy my needs and those of the hospital for a better reward.	4.21	.939
The Public hospital complies with the employment legislation and Regulation act as staff motivation in my performance improvement.	3.80	1.132
The HR managers seek to design motivation structures that facilitate the organizations strategic goals and those of the individual employees.	3.22	1.157
Motivation strategies confirm the level at which merging of non-financial and financial rewards that helps to attract, maintain and inspire skillful, competent, and capable employees to make the organization prosperous.	2.48	1.138
Employees who receive rewards perform better that those who don't.	3.48	1.123
Staff motivation Practices	3.41	1.169

Table 4.8 above reveals that, there is no significant evidence that suggest existence of a motivation management strategy used by Human Resource Managers for attracting and retaining suitable employees (mean = 3.29, stdev = 1.53). Janssen and Van Yperen (2004) argued that organizations, regardless of their size and market share, put strategies in place to retain the best human capital by recognizing their importance and the role they play in effecting performance. In order for a firm to attain success, acknowledging human capital as the greatest asset is a huge milestone. Further, Mares et.al.(2011) affirmed that a given workforce has to be influenced in a manner to cause them work more efficiently and become more productive.

Respondents were in agreement that their motivation for working was to satisfy needs of an individual and those of the hospital for a better reward (mean = 4.21, stdev = 0.939). The

findings concur with Shane et.al. (2003) that motivation means individual's willingness to put efforts in pursuit of organizational goals. Shane et.al. (2003) further explained that people have various needs that keep competing with each other, some happen to be driven by achievement while others by job security, etc. Managers ability to predict, understand and control behavior would enable them know employees needs as far as their jobs are concerned

The study also provided some slight evidence that suggested Public hospital complied with the employment legislation and Regulation act as staff motivation for performance improvement (mean = 3.8 , stdev = 1.132)

However there was no significant evidence that HR managers in public hospitals seek to design motivation structures that facilitate the organizations strategic goals and those of the individual employees (mean = 3.22, stdev = 1.157). Kalimulah (2010) posited that a motivated employee directs his/her effort towards achievement of organization's goals and objectives and are always looking for ways to better their performance. Suggestion scheme for the employees should be evaluated by the management and the feedback used in improving the organizational environment, while improving employees' needs and skills. Following diversity of needs, people are motivated differently and are motivated by myriad of needs namely: physiological, safety and self-actualization needs. Accurate needs of employees could be understood when every level and department are analyzed by management (Ochieng, 2012).

On motivation strategies confirming the level at which merging of non-financial and financial rewards help to attract, maintain and inspire skillful, competent, and capable employees to make their organizations prosperous, the study showed that majority of the respondents were in disagreement (mean = 2.48, stdev = 1.138). Ochieng (2012) explained that managers should as well focus on combating job dissatisfaction (salary, work conditions, relationship with

colleagues, supervision), while on the contrary, and use factors of motivation such as achievement, recognition, responsibility and the work itself.

There was no significant evidence that employees who received rewards performed better than those who didn't (mean = 3.48, 1.123). Kathama (2012) opined that focusing only on financial aspect of motivation might negatively affect employees' attitude, causing them to only chase financial gains. Nonetheless, other non-monetary factors are available that lead to positive influence on motivation. These factors are: social recognition, rewards and performance feedback. Good leadership could also motivate employees. Leadership is the ability to have people do a task in the right manner. Motivation offered especially the non-financial rewards could be a source of competitive advantage while improving firm performance if well managed.

Generally, with a mean (3.44) and stdev (1.169), the study did not provide a significant evidence to clearly express the influence of staff motivation practices on performance of public hospitals in Kenya.

4.5. Diagnostic and Assumption Tests

The study conducted a number of diagnostic tests on the data captured to ensure the study results were accurate and reliable. If assumptions from these tests are violated, the results of the study might be biased (Saunders et al, 2007). The following tests were conducted on the study variables, that is; normality, autocorrelation, and Multicollinearity.

4.5.1. Multi-Collinearity Test.

The study conducted a test on the independent variables. Multi-collinearity is a statistical measure used to determine whether two or more independent variables in a given multiple regression model are highly correlated. That is, to determine whether there was any possibility that the independent variables were all measuring the same relationship in the model (Gujarat

& Porter, 2009). For multi-collinearity to exist the Tolerance of the independent variables should be less than 0.1 while the Variation inflation factor (VIF) must be greater than 10 (Cooper & Schindler, 2011). Further, Hair, Babin, Anderson & Tatham (2006) assert that Multi-collinearity is shown by higher VIF values (> 10) and lower Tolerance values (< 0.1 or 10%). The following Table 4.9 shows the results from the test.

Table 4.9: Multi-collinearity Test

Model (Variables)	Collinearity Statistics	
	Tolerance	VIF
Training and Development	.136	7.330
Staff Performance Appraisal	.326	3.069
Employee Recruitment and selection	.139	7.219
Staff motivation Practices	.172	8.812

a. Dependent Variable: Performance of Public Hospitals.

From table 4.9 above, four predictor variables i.e. training and development, staff performance appraisal, motivation practices and employee recruitment and selection had their tolerance greater than 0.1 or 10% and their VIFs was less than 10. Thus the four predictor variables (training and development, staff performance appraisal, and employee recruitment and selection and motivation) are not multi-collinear i.e. they do not measure the same thing. These predictor variables will give reliable results.

4.5.2. Autocorrelation Test

Auto correlation test is done to check whether the residuals in a regression analysis of the sample have independent errors. This is meant to establish whether the data in a correlation are from the same source (Chatterjee, Samprit, Simonoff & Jeffrey, 2013). Durbin-Watson statistic is used to measure the autocorrelation whose values range between 0 and 4, with acceptable values ranging between 1.5-2.5 (Verbeek, 2012). The following Table 4.10 shows the findings.

Table 4.10: Autocorrelation

Model	Durbin-Watson
1	1.428

From Table 4.10 above, the findings show that the Durbin Watson coefficient was 1.428 which shows that the model does not have autocorrelation.

4.5.3. Normality Test

The study examined the normality of the variables data by looking at the skewness and kurtosis. Shapiro-Wilk test was used to test the normality of the data. The test is useful to ensure data is normally distributed. The hypothesis of normality is that the data is not normally distributed i.e. the p-value is less than 0.05. If the p-value >0.05 we reject the alternative hypothesis and conclude that data is normally distributed (Sharpiro & Wilk, 1965). Further the skewness and kurtosis test will be used. Table 4.11 below shows the results.

Table 4.11: Normality Test.

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Training and Development	152	.308	.197	-.216	.391
Staff Performance Appraisal	152	.033	.197	-.346	.391
Employee Recruitment and selection	152	.041	.197	.243	.391
Staff motivation Practices	152	.115	.197	-.348	.391
Performance of Public Hospital	152	-.212	.197	.219	.391

From Table 4.11 above, training and development had a skewness of .308 and a kurtosis of – .216 (z-values are 1.56, -0.55 for skewness and kurtosis respectively); staff performance appraisal had a skewness of .033 and a kurtosis of - .346 (z-values are 0.168, -0.885 for skewness and kurtosis respectively) ; employee Recruitment and selection had a skewness of .041 and a kurtosis of .243 (z-values are 0.21, 0.62 for skewness and kurtosis respectively); staff motivation practices had a skewness of .115 and a kurtosis of -.348 (z-values are 0.583, -0.89 for skewness and kurtosis respectively); and finally performance of public hospitals had a skewness of -.212 and a kurtosis of .219 (z-values are -1.076, 0.56 for skewness and kurtosis respectively). These findings show that all z-values for the variable had a skewness and kurtosis of 1.56 to – 1.076 which is within ± 1.96 which is an indication of that the data for the variables were normally distributed (Doanes & Seward, 2011). To further prove the normality of the data Shapiro-Wilk test of normality were used. The Table 4.12 below shows the results

Table 4.12: Shapiro-Wilk test of normality

	Shapiro-Wilk		
	Statistic	Df	Sig
Training and Development	.975	152	.077
Staff Performance Appraisal	.986	152	.133
Staff motivation Practices	.980	152	.068
Employee Recruitment and selection	.984	152	.072
Performance of Public Hospital	.984	152	.074

a. Lilliefors Significance Correction

From the table 4.14 above staff performance appraisal, staff motivation practices, employee recruitment and selection, and performance of public hospitals had a P-value of > 0.05 with only training and development having a p-value of less than 0.05. Thus we can conclude that our data are a little skewed and kurtotic for the variables, though not significant from normality. Thus we can assume our data to be approximately normally distributed. (Cramer & Howit, 2004).

4.6. Inferential analysis

These statistics were used by the researcher to find the relationships about the independent variables and the dependent variable of the study in an attempt to attain the main objective of the study.

4.6.1. Correlation analysis

Correlation analysis was used to compute correlation coefficient (r) which was used to assess the relationship between variables, the direction of the relationship and the strength of that relationship as proposed by Yount (2006). Table 4.13 below shows the findings.

Table 4.13: Correlation Test

		performance	Training & development	Performance Appraisal	Recruitment & selection	Motivation
Performance	Pearson Correlation	1	.676**	.660**	.771**	.689**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	152	152	152	152	152
Training & development	Pearson Correlation	.676**	1	.682**	.861**	.924**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	152	152	152	152	152
Performance Appraisal	Pearson Correlation	.660**	.682**	1	.790**	.795**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	152	152	152	152	152
Recruitment & selection	Pearson Correlation	.771**	.861**	.790**	1	.922**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	152	152	152	152	152
Motivation	Pearson Correlation	.689**	.924**	.795**	.922**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	152	152	152	152	152

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

The findings from table 4.13 above indicate that Training and development had a positive significant relationship with performance of public hospital, ($P = 0.00 < 0.05$, 0.676), the predictor variable had also a slightly strong magnitude where the Pearson correlation factor (r) was 0.676 nears the threshold of +1. The results also concurred with the findings of Muraga (2015) that training as SHRM practice had a significant positive performance on organizational performance. Dimba and K’Obonyo (2009) affirmed that training enhanced organizational performance.

Performance appraisal had a positive significant relationship with performance of public hospital ($p = 0.000 < 0.05$, 0.660), the predictor also had a slightly strong magnitude where $r =$

0.660 which slightly nears the threshold of +1. These results concurred with the findings of Muraga (2015) that performance appraisal as form of performance management had a significant relationship with performance of parastatals in Kenya. Abdulkadir (2012) further posited that, organizations can monitor the development of its employees in terms of their attitudes and behaviour through an appraisal mechanism. Information obtained from appraisal would be useful in improving the selection criteria and training practices to recruit the desired employees with right attitudes and behaviour needed in the organization. Nzioka (2008) further argued that parastatals ought to perfect their performance evaluation instruments for training and rewarding of employees.

As for selection criteria, the predictor showed a positive significant relationship with performance of public hospitals ($p = 0.000 < 0.05$, 0.771), the predictor also indicated a strong magnitude ($r = 0.771$). The findings are contrary to the findings of Muraga (2015) that recruitment did not have a significant relationship with performance of parastatals in Kenya. To support that, Boselie (2005), and Holbeche (2010) argued that most recruitment focus on just filling of vacant positions hence most of the time there is a lot of tribalism oblivious of the fact that skills and experience could be sourced from within.

Finally, motivation practices had a positive significant relationship with performance of public hospitals ($p = 0.000 < 0.05$, 0.689), the predictor also had a slightly strong magnitude ($r = 0.689$). Muraga (2015) found that compensation had a significant relation with performance of parastatals in Kenya. Hope (2012) further argued that organizations should aim at achieving compensation levels that strive at retention and attraction of employees with relevant skills and experience in the highly competitive market economy so as to improve the performance of the organization.

Thus we can conclude that all the predictor variables showed a direct relationship with performance as all the person coefficients were positive and strong, the predictors all indicated a significant relationship as all the p-values were below the threshold of 0.05. Since all the predictor variables showed a significant relationship with the dependent variable, it was important to confirm the significance of the variables in the final model by carrying out analysis of variance.

4.6.2. Analysis of Variance

Analysis of Variance (ANOVA) was carried out to estimate the robustness of the model and its fitness. Hypothesis was generated as follows:

$H_0 : \beta_1 = \beta_2 = \beta_3 = \beta_4 = 0$. (All the beta coefficients for independent variables are all zero), i.e. all the predictor variables are not significant to explain performance of public hospitals.

H_a : at least one beta coefficient is not equal to zero ($\beta_i \neq 0$), i.e. at least one of the predictor variables is significant to explain the performance of public hospitals. H_0 is accepted if p-value > 0.05 (at 5% significance level) else if the p-value ≤ 0.05 , H_a is accepted and we fail to accept the H_0 . The following Table 4.14 presents the findings.

Table 4.14: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.572	4	5.143	60.083	.000 ^b
	Residual	12.583	147	0.086		
	Total	33.156	151			

a. Dependent Variable: Performance of Public hospitals

b. Predictors: (Constant), Training and Development, Staff performance appraisal, Recruitment and selection, Staff motivation practices.

From Table 4.14 above $P = 0.000 < 0.05$, $F = 60.083$ thus the ANOVA test shows that at least one of predictor variables (training and development, staff performance appraisal, employee hiring criteria, and staff motivation practices) is significant in explaining the rate of

performance in public hospitals. Thus we reject H_0 , accept the H_a that at least one of the predictor variables is fit and significant in explaining the change of performance of public hospitals and therefore, it is possible to do regression.

4.6.3. Regression analysis

Multiple regression was carried out to determine the nature of relationship of study model by predicting the dependent variable in terms of the independent variables. The following multiple regression model was used to come up with the results in Table 4.15 below.

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \epsilon \quad (4.15)$$

Where, y = Performance of public hospitals, (PPH)

X_1 = Training and Development (TD)

X_2 = Staff Performance Appraisal (SPA)

X_3 = Employee Recruitment and Selection (ERS)

X_4 = Staff motivation Practices (SMP)

ϵ = error term

Table 4:15: Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.643	.1933		3.334	.001
Training and Development	.313	.144	.299	2.171	.032
Staff Performance Appraisal	.217	.087	.222	2.496	.014
Employee recruitment and selection	.740	.125	.805	5.899	.000
Staff motivation Practices	-.487	.182	-.506	-2.681	.008

a. Dependent Variable: Performance of Public Hospitals

From Table 4.15 above, all the variables showed to be significant as the p-values (0.032, 0.014, 0.000, 0.008) were below the threshold of 0.05. Only staff motivation practices had a negative Beta coefficient ($\beta = -0.487$). Training and development ($\beta = 0.313$, $p = 0.032$),

Staff performance appraisal ($\beta = 0.217$, $p = 0.014$), employee recruitment and selection ($\beta = 0.740$, $p = 0.000$), and staff motivation practices ($\beta = -0.487$, $p = 0.008$).

Thus the model can be summarized as follows:

$$PPH = 0.643 + 0.313TD + 0.217 SPA + 0.740 ERS - 0.487 SMP \dots\dots\dots(iii)$$

4.7. Model Summary

The following Table 4.16 below shows the model summary for the study.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.620	.610	.29258

From Table 4.16 above, the coefficient for determination R^2 was .610 or 61% thus SHRM practices (Training and development, staff performance appraisal, employee recruitment and selection, and staff motivation practices) are useful in explaining 61% of change in performance of public hospital.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary of the findings and recommendations in relation to the main study objective; to establish the effect of strategic human resource management practices on public hospital performance in Kenya. To achieve that, the study specifically looked at the effect of: training and development; staff performance appraisal; employee recruitment and selection; and staff motivation practices on performance of public hospitals in Kenya.

5.2. Summary

This section provides a simple summary of the major findings from the study, their interpretation in relation to the study objectives and discussion. The researcher summarized the research findings in order of the study objectives in an attempt to answer the research questions. The following are the major findings as per study objective.

5.2.1. Findings on Training and development on Performance of public hospitals.

The specific objective of the study was to establish the effect of training and development on performance of public hospitals in Kenya. The object sought to answer the research question; what was the effect of employee training and development on performance of public hospitals in Kenya. Both descriptive and inferential statistics were used to explain the objective. From the descriptive statistics, the study generally did not provide significant statistical evidence that suggested training and development as SHRM practice influenced the performance of public hospitals to a great extent. However, there was evidence that public hospitals conducted training and development.

The study also provided no significant evidence whether new employees recruited into the public hospitals underwent training before becoming fully functioning. However the study found that employees recruited in the public hospitals adapted to their new surroundings through socialization as a means of bringing inclusivity. The study also found some slight evidence suggesting that the management of public hospitals focused on orienting new employees to the rules, and regulations of the department and the goals of the organization. However, the study did not show how training and development as SHRM practice provided competitive advantage to the organization. The study also found out that employees were not made aware of the job requirements and the working conditions of the hospitals when they were recruited. However, the study found that employee development created efficiency and effectiveness of service delivery in the public hospitals.

Finally the study found that public hospitals employee did not believe that low level of strategic planning in training and development caused employee turnover. In inferential statistics, the study found that training and development had a positive significant relation with performance. The regression results also proved that training and development was significant in explaining the change of performance of public hospitals in Kenya and had a positive beta coefficient.

5.2.2. Findings on Staff Performance Appraisal on Performance of public hospitals.

The second specific objective of the study was to identify the effect of staff performance appraisal on performance of public hospitals in Kenya. The objective sought to answer the research question; to what extent does staff performance appraisal affect performance of public hospitals in Kenya. The descriptive statistics found that generally, there was no significant statistical evidence that proved that staff performance appraisal as a SHR practice influenced performance of public hospitals to a great extent. However, the study found that employees believed that performance appraisal affected the performance of public hospitals in Kenya. The study did not show how the management of public hospitals appraised their employees by

aligning individual performance to organization objectives, as well as encouraging the staff to uphold the core values of the organization.

The study also found that employee appraisal enabled organization's expectations to be defined and agreed upon in terms of roles, responsibilities and accountabilities, skills, and behaviors. However, the study found that slightly, the existence of employee appraisal system was a systematic process for improving organizational performance within an agreed framework of planned goals, standards and competency requirement. The study also found that Hr managers in public hospitals did not seek to design appraisal structures that facilitated provision of opportunities to help individuals identify their own goals and develop their skills and competencies. Management of public hospitals did not clarify mutual expectations of both the organization and the employees, emphasized the role of management who need to act as coaches not judges as they focus on the future.

The study found that the overall objective of public hospitals was to develop the capacity of people in order to meet and exceed their expectations and to achieve their full potential to benefit themselves and the organization. The study found also that the public hospitals did not provide the basis for regular and frequent dialogues between the managers and individuals about performance and development needs based on feedback and self-assessment. The inferential analysis showed that staff performance appraisal had a significant positive relationship with performance. The regression results also proved that staff performance appraisal was significant in explaining the change in performance of public hospitals in Kenya, and had a positive beta coefficient.

5.2.3. Findings on Employee Recruitment and selection on Performance of public hospitals.

The third specific objective of the study was to identify the effect of employee recruitment and selection on performance of public hospitals in Kenya. The objective sought to answer the research question; how employee recruitment and selection influenced performance of public hospitals in Kenya. The study generally did not provide significant statistical evidence that staff recruitment and selection influenced performance of public hospitals in Kenya. The study revealed that public hospitals had criteria for hiring employees. However, the public hospitals did not conduct the hiring process in attempt to search and secure the best possible candidate. The study also found out that the competence of the individuals as an important factor that influenced operational effectiveness in terms of quality products and services.

There exist gaps as far as employee skills, knowledge and customer satisfaction levels are concerned based on hiring criteria used. However HR managers in public hospitals did not encourage role interchanging among the hiring committee during decision making and hiring. The study also found that HR managers of public hospitals did not conduct hiring from a diverse range of talent pool across the existing market. The inferential statistics showed that employee recruitment and selection had a positive significant relationship with performance of public hospitals in Kenya. The regression results further proved that employee recruitment and selection was significant in explaining the change in performance of public hospitals in Kenya and had a positive beta coefficient.

5.2.4. Findings on Staff motivation Practices on Performance of public hospitals.

The fourth and final objective of the study was to establish the effect of staff motivation practices on performance of public hospitals in Kenya. The findings sought to answer the research question; the extent to which staff motivation practices influenced performance of public hospitals in Kenya. In general, the study did not provide significant evidence to explain

the extent at which staff motivation practices influenced performance of public hospitals in Kenya. The study also did not provide significant evidence to support or disapprove that public hospital had staff motivation practices. However, there was no motivation management strategy that was used by HR managers for attracting and retaining suitable employees. Motivation for working was found to satisfy the needs of individuals and the hospital in general for a better reward. The public hospitals also complied with the employment legislation and regulation act as a staff motivation for performance improvement.

HR managers in public hospitals did not seek to design motivation structures that facilitate the organizations strategic goals and those of the individual employees. Motivation strategies did not confirm the level at which merging of non-financial and financial rewards helped to attract, maintain and inspire skillful, competent, and capable employees to make their organization prosperous. The study did not show how individuals who received rewards influenced their performance as oppose to those who did not. The inferential statistics showed that staff motivation practices had a significant positive relationship with performance of public hospitals. The regression analysis also proved that staff motivation practices was significant in explaining the change in performance but had a negative beta coefficient.

5.3. Conclusions

From the findings above the following conclusions were drawn:

Training and development has a significant influence on the performance of public hospitals in Kenya. Public hospitals conduct employee training and development though the problem may be the frequency of the trainings. Employees recruited had to adapt to the environment and socialization was considered to being a better way of bringing inclusiveness. Public hospitals in Kenya help their employees to adapt to the environment through orientations however, may be due to the nature of the orientation conducted, employees do not feel that it has been given the proper attention. The effect of training and development contribution towards the

competitive advantage of the organization is not felt by employees and this could be due to the frequency of trainings, or may be the relevance of the training in relation to the needs of the employees. Most public hospitals do not explain clearly the working conditions and the nature of job and requirements. This could be due to fear of being rejected. Efficiency and effectiveness of service delivery is influenced by development of employees.

In relation to performance appraisal, employees do not see how their individual performances are aligned to the objectives of the organizations. They feel it's just a tedious process of filling forms with no tangible benefit to individuals, but a strategy used by employers to deny employees promotions and rewards based on some certain targets. Appraisal of employee is regarded as a good avenue to define the expectations of the organization in terms of responsibilities and accountabilities. Most public hospitals lack a clear and a systematic appraisal system. Further, the public hospitals lack appraisal structures that help to facilitate the identification of goals and competence of individuals. The management of public hospitals do not provide necessary feedback to individuals about their performances.

In relation to recruitment and selection, the competence of an individual is seen as an important factor that ensures operational effectiveness. Hiring and firing of employee is a challenging process considering nature of the labor market.

Most public hospitals lack a motivation strategy for retention and attraction of employees. Public hospitals have issues on complying with employment legislation and regulation act. This is mostly witnessed in Kenya where health workers engage in continuous battles with the government concerning agreements in relation to their work.

5.4. Recommendations.

This section provides the researcher's suggestions in line with the study findings that sought to establish the effects of Strategic Human Resource Management practices on the Performance

of Public Hospitals in Kenya and whose study variables comprised of: training and development, staff performance appraisal, recruitment and selection, and staff motivation.

5.4.1. Recommendations on Training and development on Performance of public hospitals.

The study recommends training and development for staff as a way to improve the performance of public hospitals. The staff should go through training and development before they can be inducted into the work system in order to equip them with knowledge and skills for their new assignment. New employees ought to be made aware of the rules and regulations of their department and the goals of the organization at large. The study recommends employees to be made aware of job requirements and the working conditions of the hospitals to which they are recruited. Employees should as well be developed as a measure to improve the efficiency and effectiveness of service delivery by the hospitals. The researcher recommends inclusion of training and development into the strategic planning of the firm as a way to curb employee turnover, hence improvement of performance

5.4.2. Recommendations on Staff Performance Appraisal on Performance of public hospitals.

The study recommends the Performance management system of employees to provide an increased operationalization of goals in transforming each employee's goals into an individual scalability model and competence tool, in direct relationship with the strategy of the organization. Appraisal system ought to be clear and systematic for improving the performance of an organization, as well as a structure that facilitates the identification of individual goals of the employee and their competences. The appraisal system should be all inclusive and not a tool for the management, but a tool to help improve performance of individual employees and the organization at large. The management should ensure that there is a planned communication in relation to feedback and the frequency of the appraisal system.

5.4.3. Recommendations on Recruitment and Selection on Performance of public hospitals.

Recruitment/selection process should be rooted on the candidate's capability to perform their job responsibilities as opposed to consideration based on host community influences, since competence of an individual is an important determinant of the operational effectiveness of the organization. Public hospitals should make use of recruitment agencies to ensure they get the best candidates from the diverse pool of the labour market or alternatively internal recruitment could provide cost effective and fast replacement.

Organizations, regardless of their size and market share, should put strategies in place to retain the best human capital by recognizing their importance and the role they play in effecting performance. There should be a clear employment legislation and regulation that ensures a win-win situation between the employer and the employee so as to improve the performance of the public hospitals.

5.4.4. Recommendations on Motivation on Performance of public hospitals.

Motivation strategies should be put in place and should be clear and well communicated. There should be motivation management strategy to be used by HR managers for attracting and retaining suitable employees. The public hospitals also should comply with the employment legislation and regulation act as a staff motivation for improvement of performance. HR managers in public hospitals ought to design motivation structures that facilitate the organizations strategic goals and those of the individual employees. Motivation strategies should state clearly the level at which merging of non-financial and financial rewards will help attract, maintain and inspire skillful, competent, and capable employees, who would in return make their organization prosperous.

5.5. Recommendation for Further studies.

The study recommends a similar study to be done in other counties apart from the ones that have already been sampled, so that the findings could be compared. This will also go a long way in contributing to the pool of knowledge. Further, studies should also be done to private hospitals in an attempt to find out how the private hospitals fair in relation to strategic human resource practices. Finally, other studies should be done to account for 39% change in performance of public hospitals.

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APPENDICES

Appendix I: Questionnaire

SECTION A

BACKGROUND INFORMATION

Thank you for taking time to participate in this important study. Your response is highly valued and will remain completely confidential and anonymous. Please answer each question as honestly as you can. It is most important that you answer **ALL** questions. This questionnaire is designed to collect data on **'EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON PERFORMANCE OF PUBLIC HOSPITALS IN KENYA'**. The data shall only be used for academic purposes and will be treated with utmost confidence. Your participation to facilitate the study is highly appreciated. Please complete each section as instructed. All the information provided in this questionnaire will be treated with utmost confidence.

NOTE:

Kindly tick on where appropriate and or applicable, as relevant to the question or statement given

Indicate your Gender

Male Female

What is your highest Level of Education?

Primary Level Secondary Level
Undergraduate Level Postgraduate Level

Kindly indicate your age bracket

20- 30 Years 31- 40 Years
41-50 Years Over 50 Years

What position do you hold in the organization?

Executive/ CEO Program Officer Project Manager
Departmental Head Finance/ Accounting HR and Admin
Procurement and admin Other

How long have you been working in the organization?

Less than one Year Between 1 to 2 Years Between 3 to 4 Years
Over 5 Yrs

SECTION B

Part I: TRAINING AND DEVELOPMENT

Does your organization conduct employee training and development?

How training and development affect employee performance in the hospitals' industry?

Yes [] No []

Explain.....

Using the Likert Scale provided, grade the effect of Training and Development on performance by ticking against the most appropriate response using a scale of 1-5, where:

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Statements	1	2	3	4	5
Few of new employees that come into my hospital have to undergo training before they become fully functioning					
Employees recruited to my hospital adapt to their new surroundings through socialization as a means of bringing about inclusiveness.					
The management of my hospital focuses on orienting the new employee(s) to the rules, regulations, and goals of the organization, department and work unit.					
Training and development is a human resource practice that can provide competitive advantage to organizations, if properly implemented.					

Employees in my hospital are made aware of the nature of the job, the job requirements and the working conditions.					
Employee development can create efficient and effective service delivery					
Employee turnover in my organization is caused by the low level of strategic planning in training and development.					

Part II: PERFORMANCE APPRAISAL

Does performance appraisal affect employee performance in the hospitals’ industry?

Yes No

Explain.....
.....
.....
.....

Kindly indicate to which extent performance appraisal affects employee performance in the hospital sector using a scale of 1-5, where:

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Statements	1	2	3	4	5
The management in my hospital appraises employees by aligning individual performance to organizational objectives and encourages the staff to uphold the organization’s core values.					
Employee appraisal enables organizations’ expectations to be defined and agreed upon in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be).					

There exists employee appraisal system, which is a systematic process for improving organizational performance within an agreed framework of planned goals, standards and competency requirements.					
HR managers seek to design appraisal structures that facilitate provision of opportunities that help individuals to identify their own goals and develop their skills and competencies.					
The management of my organization clarifies mutual expectations of both the organization and the employees, emphasizes the support role of managers who are expected to act as coaches rather than judges as they focus on the future.					1
The overall objective of my hospital is to develop the capacity of people so as to meet and exceed their expectations and to achieve their full potential to the benefit of themselves and the organization.					
My company provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment.					

Part III: EMPLOYEE RECRUITMENT AND SELECTION

Does your hospital employ employee recruitment and selection practices? How does it influence employee performance in your hospital?

Yes No

Explain.....
.....
.....
.....

Kindly indicate to which extent employee hiring criteria affects employee performance in the healthcare sector using a scale of 1-5, where:

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Statements	1	2	3	4	5
Whenever my company conducts the hiring process, it attempts to search and secure the best possible candidate.					
Competence of the individual is an important factor that influences operational effectiveness in terms of quality products and services.					
There exist gaps as far as employee skills, knowledge and customer satisfaction levels are concerned, based on the recruitment and selection process used.					
The HR managers encourage role interchanging among the hiring committee during decision making in hiring.					
The HR managers conduct hiring from a diverse range of talent pool across the existing market.					

PART IV: STAFF MOTIVATION PRACTICES

Does your organization have staff motivation practices? How does it affect employee performance?

Yes () No ()

Explain.....

Kindly indicate to which extent staff motivation practices affects employee performance in the hospital industry. Using a scale of 1-5, where:

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Statements	1	2	3	4	5
There exists a motivation management strategy in my organization that is used by Human Resource Managers for attracting and retaining suitable employees.					
My motivation for working in this company is to satisfy my needs and those of the hospital for a better reward.					
My hospital complies with the employment legislation and Regulation act as staff motivation in my performance improvement.					
In my company, the HR managers seek to design motivation structures that facilitate the organizations strategic goals and those of the individual employees.					
Motivation strategies in my firm confirm the level at which merging of non-financial and financial rewards that helps to attract, maintain and inspire skillful, competent, and capable employees to make the organization prosperous.					
Employees who receive rewards perform better than those who don't.					
Motivation offered especially the non-financial rewards can be a source of competitive advantage while improving firm performance if well managed.					

PART V: PERFORMANCE OF PUBLIC HOSPITALS

Kindly indicate the rate of performance in the hospital industry. Using a scale of 1-5, where:

1= Strongly Disagree 2=Disagree3=Neutral4=Agree5=Strongly Agree

Statements	1	2	3	4	5
Due to SHR practices in the public hospitals has provided quality services					
Service delivery has increased					
Employees in my organization meet their desired targets					
There has been an improvement on the targets achieved by the hospitals in general					
More people are employed annually					
The organization has been witnessing high turnover rate of employees					