

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEE PERFORMANCE OF PUBLIC HOSPITALS IN KAJIADO COUNTY,
KENYA**

WINFRED TAIKO

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DECLARATION

I declare that this dissertation 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 authors duly acknowledged.

Sign..... Date.....

Winfred Taiko

Reg. No. 16/00372

Supervisor Declaration

This dissertation has been submitted for examination with my approval as University Supervisor.

Sign..... Date.....

Dr.

Lecturer, KCA University

DEDICATION

I dedicate this dissertation to my family who bore the demands of this course. I wish to appreciate my parents for their constant prayers for me and bringing me up the way they did.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	x
ABBREVIATION AND ACRONYMS	xii
DEFINITION OF TERMS	xiii
ABSTRACT	xiv
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.1.1 Human Resource Management Practices	3
1.1.2 Employee Performance	4
1.1.3 Public public hospitals in Kajiado County	5
1.2 Statement of the Problem.....	5
1.3 General Objective	6
1.3.1 Specific Objectives.....	6
1.4 Research Questions.....	6
1.5 Significance of the Study	7
1.5.1 County Governments.....	7
1.5.2 Human Resource Administrators	7
1.5.3 Scholars and Researchers	7

1.6 Scope of the Study	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Framework.....	9
2.2.1 Self-efficacy theory	9
2.2.2 The Expectancy Theory.....	10
2.2.3 Social Comparison Theory.....	12
2.2.4 Attribution Theory.....	13
2.3 Empirical Review.....	14
2.3.1 Effect of Career Development on Employee Performance	14
2.3.2 Effect of Compensation on Employee Performance	17
2.3.3 Effect of Performance Appraisals on Employee Performance.....	19
2.3.4 Effect of Recruitment on Employee Performance.....	21
2.4 Research Gap	25
2.5 Critique of Literature Review	26
2.6 Conceptual Framework.....	26
2.7 Operationalization of Variables'	27
CHAPTER THREE	29
RESEARCH METHODOLOGY	29
3.1 Introduction.....	29
3.2 Research Design.....	29
3.3 Target Population.....	29
3.4 Sampling and Sampling Procedure.....	30

3.5 Research Instrument.....	31
3.6 Pilot Study.....	31
3.7 Validity and Reliability of Research Instrument	32
3.8 Data Collection Procedure	32
3.9 Diagnostic Tests.....	33
3.9.1 Multicollinearity.....	33
3.9.2 Heteroscedasticity.....	33
3.9.3 Normality test	33
3.10 Data Processing and Analysis.....	33
3.11 Ethical Consideration.....	34
CHAPTER FOUR.....	35
RESULTS AND DISCUSSION	35
4.0 Introduction.....	35
4.1 Response Rate.....	35
4.2 Pilot Test	36
4.2.1 Reliability Test	36
4.2.2 Validity Test	36
4.2 Demographic Characteristics	37
4.2.1 Gender	37
4.2.2 Age	37
4.2.3 Level of Education	38
4.2.5 Duration.....	39
4.3 Descriptive Statistics.....	39
4.3.1 Career Development.....	40

4.3.2 Compensation	41
4.3.3 Performance Appraisals.....	42
4.3.4 Recruitment	43
4.3.5 Employee Performance	44
4.4 Correlation Analysis	45
4.5 Diagnostic Tests.....	46
4.5.1 Multicollinearity Test.....	46
4.5.2 Test for Heteroscedasticity.....	46
4.5.3 Normality Test.....	48
4.6 Regression Analysis.....	49
4.7 Discussion of Findings.....	51
CHAPTER FIVE	55
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	55
5.1 Introduction.....	55
5.2 Summary of Findings.....	55
5.2.1 Career Development and Employee Performance	55
5.2.2 Compensation and Employee Performance.....	55
5.2.3 Performance appraisals and Employee Performance	55
5.2.4 Recruitment and Employee Performance.....	56
5.3 Conclusion	56
5.4 Recommendations.....	57
5.5 Limitations of the Study.....	58
5.6 Areas for Further study	58
REFERENCES.....	59

APPENDICES	67
Appendix I: Introduction Letter	67
Appendix II: Questionnaire.....	68

LIST OF TABLES

Table 2.1: Operationalization of Variables	28
Table 3.1: Target population.....	30
Table 3.2: Sample Size	31
Table 4.1: Response Rate.....	35
Table 4.2: Reliability Test.....	36
Table 4.2: Age of Respondents.....	38
Table 4.3: Highest Level of Education	38
Table 4.4: Duration	39
Table 4.5: Career Development	40
Table 4.6: Compensation	41
Table 4.7: Performance Appraisals.....	42
Table 4.8: Recruitment.....	43
Table 4.9: Employee Performance.....	44
Table 4.10: Correlation Matrix	45
Table 4.11: Multicollinearity Test Using Tolerance and VIF.....	46
Table 4.13: Heteroscedasticity Results	47
Table 4.14: Normality Outputs	48
Table 4.15: Model Fitness.....	49
Table 4.16: Analysis of Variance.....	50
Table 4.17: Regression of Coefficients.....	50

LIST OF FIGURES

Figure 2.1: Conceptual Framework	27
Figure 4.1: Gender of Respondents	37
Figure 4.2: Heteroscedasticity Plot	47

ABBREVIATION AND ACRONYMS

DNHRPD: National Human Resource planning and development

HR: Human Resource

HRM: Human Resource Management

KDSP: Kenya Devolution Support Programme

MoH: Ministry of Health

NGOs: Non-Governmental Organizations

SPSS: Statistical Package for the Social Sciences

KCPSB: Kajiado County Public Service Board

HRS: Human resource strategy

DEFINITION OF TERMS

Career Development	The process of improving an individual's abilities in anticipation of future opportunities for achieving career objectives (Nasution, Mariatina & Zahreni, 2018).
Compensation	Employee compensation contains the benefits that an employee receives in exchange for the service they provide to their employer. This can be done in financial or non-financial terms (Ramirez, 2017).
Employee Performance	The employee attainment of particular tasks based on identified or set standards of accurateness, completeness, speed and cost (Nazir & Islam, 2017).
Human Resource Management	The strategic approach to the effective management of people in an organization. It is concerned with the part of management which is concerned with people at work and with their relationship within an organization (Sablok, <i>et al.</i> 2017).
Performance Appraisals	The regular review of an employee's job performance and overall contribution to a company (DeNisi & Murphy, 2017).
Recruitment	The process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. Recruitment involves everything from the identification of a staffing need to filling it (Patterson, 2018).

ABSTRACT

Healthcare is one of the fastest growing sector and to offer quality care to patients, a large pool of well trained, dedicated and motivated medical professionals is required. Given the healthcare workforce-intensive nature, the human resource management practices come in handy to facilitate and support the recruitment, hiring, development of the employees, with the goal of raising levels of employee performance and satisfaction. This study, therefore, sought to determine the effect of human resource management practices on employee performance of public hospitals in Kajiado County, Kenya. The specific objectives were to determine the effect career development, compensation, performance appraisals and recruitment on employee performance of public hospitals in Kajiado County, Kenya. The study was carried out in Kajiado County public hospitals. The theories that informed the study were self-efficacy theory, expectancy theory, social comparison theory and attribution theory. The study employed descriptive research design. Primary data was collected by means of a structured questionnaire. The study was conducted in the 5 public hospitals in Kajiado County (Kajiado County Referral Hospital, Ngong Sub County, Oloitoktok Sub County, Kitengela Sub County and Ongata Rongai Sub County). The unit of observation was the medical staff in each of the health cadres. The data was analyzed using descriptive and inferential statistics. The study findings indicate that career development and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. Compensation and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. Performance appraisals and employee performance in public hospitals in Kajiado County, Kenya was positively and significantly related. Recruitment and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. This study, therefore, recommends that the management of public hospitals should consider organizing for trainings and seminars for the employees as this will help to increase employee skills, loyalty and competence making them more willing to work harder for the success of the public hospitals. Compensation approaches and techniques used in the health sector should be regularly reviewed with the changing times. The management should broaden the external recruitment sources of human capital to promote equality for job seekers and enhance performance of employees by selection of competent health staff.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter presented the background of the study where the link between human resource management practices on employee performance is explained. The section further presented the statement of the problem, the research objectives and research questions. The significance of the study, significance and scope of the study were also presented in the chapter.

1.1 Background of the Study

In the current dynamic global business environment characterized by competition, access to latest technology and communication systems, the ability to attract and retain quality workforce, as well as keep them highly motivated has become a great challenge. Healthcare is one of the fastest growing sector and to offer quality care to patients, a large pool of well trained, dedicated and motivated medical professionals are required (Kura, Shamsudin, Umrani & Salleh, 2019). Besides employing doctors, nurses, medical residents and interns, healthcare sector also has support staff people involved in front desk to back end transactional operations and thus the sector undoubtedly is a significantly workforce-intensive (Musyoki & Ngugi, 2017). Given the healthcare workforce-intensive nature, the human resource management practices come in handy to facilitate and support the recruitment, hiring, development of the employees, with the goal of raising levels of employee performance and satisfaction (Matsumoto, 2019).

Various regions demonstrate different characteristics in the application of Human Resource Management Practices. Globally, institutions in the United States of America have more managerial autonomy, European human resource management practices is more restricted in development of employees (Kaufman, 2019). In Asian transitional economies, HR departments develop organizational learning for knowledge organization to increase innovation. Wilckens, Wöhrmann, Deller and Wang (2019) identified that United States individualistic culture and achievement orientation results in United States reward systems such as individual-based rewards and performance-related pay. A high individualism is related to development of human capital in organizations where employees are considered as critical resources. On the other hand, collectivist orientation leads to trade union recognition and collective bargaining that

characterize industrial relation in Europe instead of direct development and employee communications in the United States (Ballard & Grawitch, 2017). Japanese HR offers lifetime employment to employees to cultivate them through internal on-the-job training so that employees possess firm-specific knowledge and skills for productivity and quality increase. Therefore, Japanese firms rely on internal advancement in recruitment (Hayashi, Ozawa, Kawabata & Takemi, 2016). In Germany, wages and working hours are the exclusive territory of the labor unions in a system of regional, industry-wide bargaining (Eckardstein & Konlechner, 2017).

In Africa, indigenous development practices and their values have changed from time to time (Hedayati & Li, 2016). However, it continued to remain relevant in most institutions in developing countries. Today in Africa, there is a paradigm shift and stiff competition in human resource management practices as a basic element for effective and efficient institutions performance (Horwitz, 2017). Effective human resource management practices and performance of institutions rely on the integration of indigenous development practices and sound strategies aligned to cultural values and cores business objectives. Human resources development in the public service today has the more challenging task of ensuring that employee performance meets the complex expectations of the growing and informed populations (Kiiza & Basheka, 2018).

In East Africa, Lufunyo (2015) in Tanzania posits that Human Resource Development is faced with challenges under decentralized local government services which are multi-faceted and integrated in character. They comprise policy-induced challenges; skill, task and organization induced challenges and performance motivation induced challenges. They include low job satisfaction due to poor salaries, inadequate funds for training and development, and unequal training and development opportunities for all employees (Ndikumana, 2018).

In Kenya, human resource development is one of the key factors in the Vision 2030 where for instance in the public service, training and capacity building focuses on training for performance improvement as opposed to training for promotion Vision (2030). In addition, the ministry of labor through the directorate of National Human Resource planning and development (DNHRPD) is mandated to collect and analyze data on manpower supply and demand from local institutions and establishments. Their main mandate is to develop the general and technical

competences of staff through training and development programs so that they can offer effective and efficient services (MoL, 2020).

1.1.1 Human Resource Management Practices

Human Resource Development is the framework for helping employees develop their skills, knowledge, and abilities, which in turn improves an organization's effectiveness (Sablok, *et al.* 2017). Human resource development helps organizations develop their workforce through employee training and career development, which improves organizational effectiveness and performance. The focus of all aspects of human resource development is on developing a superior workforce so that the organization and its individual employees can accomplish their work goals in service to customers (Satish, 2020). HRD practices play a critical role in the success of an organization.

Employee compensation contains the benefits that an employee receives in exchange for the service they provide to their employer. Employee compensation is generally one of the largest costs or expenses for any organization. Compensation includes monetary payments like bonuses, profit sharing, overtime pay, recognition rewards and sales commission, as well as non-monetary perks like a company-paid car, company-paid housing (Ramirez, 2017). The compensation awarded to the employee is dependent on the volume of effort exerted, the nature of job and skill.

Performance appraisal is the regular review of an employee's job performance and overall contribution to a company (DeNisi & Murphy, 2017). Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee's skills, achievements, and growth or lack thereof. Heywood, Jirjahn and Struewing, 2017) postulate performance appraisal as a process to improve employee's work performance by helping them realize and use their full potential in carrying out the organization's missions and to provide information to employees and managers for use in making work related decisions. According to Rubin and Edwards (2018), the overall aim of performance development is to establish a high performance culture. In this, employees would visualize as part of their function the requirement to continually assist in improving the performance of the institution.

Recruitment is the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees (Patterson, 2018). Recruitment involves everything from the

identification of a staffing need to filling it. Depending on the size of an organization, recruitment is the responsibility of a range of workers. Recruitment is the first step in building an organization's human capital and the goals are to locate and hire the best candidates, on time, and on budget (Sarah, Sang & Ngure, 2018). Recruitment requires the use of analysis of the job in order to select and identify the needs and requirements of the organization, and it is related to the adopted strategy by the organization through human resource development planning (Goldstein, Pulakos, Passmore & Semedo, 2017).

1.1.2 Employee Performance

Performance is described as the attainment of a particular job based on identified or set standards of accurateness, completeness, speed and cost (Nazir, & Islam, 2017). Cesário and Chambel (2017) finds that when employees are well motivated by rewards such as financial rewards, recognition schemes and fringe benefits there is likelihood of enhanced productivity, quality and quantity of output. There is also improved efficiency and effectiveness of the work completed.

Employee performance is one of the most factors that affects the performance of the organization. The successful organization understands the importance of HR as a critical factor directly affects and contributes on the performance (Sablok, *et al.* 2017). The success of any organization depend on its employees behavior and their decision, although there are many other factors contribute in that success, such as the organization size, the environment in what it operate and its activities. Often, human resource management practices are employed to evaluate the performance of the employee in the organization, and in modern era and highly competitive climate between the organizations, the tendency to improve employee performance is by improving the HRD practices (Blustein, 2017).

A number of measures that can be taken into consideration when measuring performance include use of enhanced productivity, timeliness of delivery, quality and quantity of output and efficiency and effectiveness of the work completed (Kura, Shamsudin, Umrani & Salleh, 2019); Musyoki & Ngugi, 2017). Efficiency is the ability to produce the desired outcomes by using as minimal resources as possible. While effectiveness is the ability of employees to meet the desired objectives or target. Productivity is expressed as a ratio of output to that of input. It is also the measure of how much output is produced per unit of resources employed. Quality is the

characteristic of services that bear an ability to satisfy the stated or implied needs of the customers (DeNisi & Murphy, 2017).

1.1.3 Public hospitals in Kajiado County

Kajiado County located in the Rift valley region has five sub counties namely Kajiado Central, Kajiado North, Kajiado East, Kajiado West and Kajiado South. As of 2019, Kajiado County spanned an area of 21,292.7 km², with a recorded population of 1,117,840 (Kajiado County Report, 2019). Between January and June 2017, 129, 512 patients visited the top five Kajiado public hospitals compared to 187, 271 patients in the same period this year. The hospital records were drawn from Kajiado Referral Hospital, Ngong, Kitengela and Oloitokitok Sub County Public hospitals. This study was conducted in the 5 public hospitals in Kajiado County.

1.2 Statement of the Problem

In the year 2018, Kajiado county was listed among the bottom 5 counties out of the 47 counties in employee performance (KDSP Report, 2018). It is instructive to note that the county Department of Health services contributes to a third of the entire workforce in the county. That significant figure of health care workers contributed to the low performance attributed to the county. This is despite the fact that the national government of Kenya has developed and cascaded to the counties human resource management policies meant to improve employee performance (MOH, HRS,2014).

According to World Bank survey report (2015) majority of public hospitals in Kenya have been experiencing a lot of laxity in attending patients and poor relationship between patients and the healthcare staff in Kenya. The current situations in the five sub county public hospitals in Kajiado County shows that poor/delay of service delivery and discrimination has caused part of disruptions of service delivery and poor overall performance (Omondi, 2016).

Key studies conducted on this area presents gaps; Mbugua (2014) study on employee's perception of the influence of human resource management practices on performance of Kengen presents a contextual gap as it was conducted in the private sector while the current study was conducted in the public health sector. Kazira (2014) study on the relationship between human resource development practice and employee commitment in the retail banking at Standard Chartered Bank (Kenya) further presents a contextual gap as it was conducted in the banking

sector while the current public health sector. The study by Wanguku (2016) on the influence of human resource practices on medical officers' retention in Nairobi County presents a conceptual gap as the key variables used were on-boarding process, performance development, talent motivation while the current study used career development, compensation, performance appraisals and recruitment. Mwangi (2013) evaluated the competency focused recruitment and selection practices implemented by public hospitals in Kenya. The study presents a conceptual gap as the current study widened the scope to career development, compensation, performance appraisals and recruitment. Therefore, this study sought to bridge the gaps by examining the effect of human resource management practices on employee performance of public hospitals in Kajiado County.

1.3 General Objective

The general objective of the study was to determine the effect of human resource management practices on employee performance of public hospitals in Kajiado County, Kenya.

1.3.1 Specific Objectives

The study was guided by the following specific objectives;

- i. To establish the effect of career development on employee performance of public hospitals in Kajiado County, Kenya
- ii. To establish the effect of compensation on employee performance of public hospitals in Kajiado County, Kenya.
- iii. To determine the effect of performance appraisals on employee performance of public hospitals in Kajiado County, Kenya.
- iv. To find out the effect of recruitment on employee performance of public hospitals in Kajiado County, Kenya.

1.4 Research Questions

The study was guided by the following research questions;

- i. What is the effect of career development on employee performance of public hospitals in Kajiado County, Kenya?
- ii. What is the effect compensation effect on employee performance of public hospitals in Kajiado County, Kenya?

- iii. How does performance appraisals affect employee performance of public hospitals in Kajiado County, Kenya?
- iv. What is the effect of recruitment on employee performance of public hospitals in Kajiado County, Kenya?

1.5 Significance of the Study

1.5.1 County Governments

Healthcare services being devolved, the findings will be informing the County Governments in formulation of guidelines and policies in the health sector in adopting human resource management practices so as to enhance service delivery in the public hospitals. The findings of the study will inform the policy makers in formulating appropriate policies and strategies for enhancing the employee performance in the healthcare sector. This will provide a conducive environment for all the healthcare workers in the Counties and other health related institutions.

1.5.2 Human Resource Administrators

The result of the study will enable the salaries and remuneration commission and administrators of the public hospitals in identifying the best reward system that can enhance the healthcare workers performance. Compensation is a costly affair that human resource development must weigh the benefits and cost accrued when devising the kind of compensation. Therefore, the findings of this study will enable the policy makers in the public sector to identify which rewards propel their employees to perform better. This will enable them to devise appropriate rewards that will enhance performance among their healthcare employees.

1.5.3 Scholars and Researchers

The study will be key in adding knowledge to the academicians and scholars who may wish to conduct research related to the human resource development discipline. This is because the study will add value to the existing body of knowledge since it will recommend on human resource management practices and employee performance. Moreover, it will broaden the existing literature besides adding more insight to the available knowledge as well as act as a source of literature for institutions of higher learning.

1.6 Scope of the Study

The study focused on determining the effect of human resource management practices on employee performance of public hospitals at Kajiado County. This was by use of key human resource management practices that is career development, compensation, performance appraisals and recruitment on employee performance. The study was conducted in the 5 public hospitals in Kajiado County (Kajiado County Referral Hospital, Ngong Sub County, Oloitoktok Sub County, Kitengela Sub County and Ongata Rongai Sub County). The unit of observation was the medical staff in each of the health cadres. In addition, this study was conducted between July and October 2020.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented a review of the related literature on the influence of participative leadership style on employee productivity as presented by various authors. The chapter further presented the theories used in underpinning the study.

2.2 Theoretical Framework

Theoretical framework serves to guide and support the study as it finds answers to the underlying questions. It provides a structure that helps in approaching the study in a holistic manner. The theories that informed the study are Self-efficacy theory, The Expectancy Theory, Social Comparison Theory and Attribution Theory.

2.2.1 Self-efficacy theory

Self-efficacy also known as social cognitive theory developed by Bandura (1986) is one of the important aspects of human motivation and behaviour. Bandura (2005) regards self-efficacy as beliefs in one's capabilities to organize and execute the courses of action required to manage prospective situations. Whereas Lippke (2020) explain that self-efficacy is what an individual believes he or she can accomplish using his or her skills under certain circumstances.

On the same note, Widyawati, Sujana and Sukadana (2018) affirms that self-efficacy beliefs are judgments that individuals hold about their capabilities to learn or to perform courses of action at designated levels. Therefore, the basic principle behind self-efficacy theory is that individuals are more likely to engage in activities for which they have high self-efficacy and less likely to engage in those they do not. According to Oduma and Were (2014) career progression increases an individual self-efficacy.

Amtmann, Bamer, Cook, Askew, Noonan and Brockway (2012) noted that self -efficacy belief influences course of action of an individual. They affirmed that, one's belief in one's ability to succeed influences his or her level of motivation. Cherian and Jacob (2013) suggest that there is a link in between a staff member self-efficacy and his/her efficiency consisting of the ability to adapt to advanced technologies in the workplace like web or brand-new software program,

capability to cope with existing modifications in occupation plan, capacity to generate new ideas as well as mobility to a supervisory degree, capacity to execute far better as a group and capacity to obtain more abilities. The employees who have progressed much in their careers have high self-efficacy which motivate them to perform better.

Kurose (2013) recognizes 3 method which self-efficacy affects performance of a company. One is that self-efficacy influences the objectives that workers set on their own. Staff members with low levels of self-efficacy have a tendency to establish fairly reduced goals for themselves. On the other hand, an individual with high self-efficacy is likely to set high individual goals. Self-efficacy affects knowing and initiatives a person exerts on the job. Workers with high self-efficacy will certainly work hard to discover how to execute a brand-new job and likewise share details with other staff members. Self-efficacy influences the determination with which people try new and also challenging jobs.

Majer (2009) contends that self-efficacy is built through four sources; mastery experience, vicarious experience, social persuasions, and physiological reactions. Therefore, in the workplace employers can develop and improve self-efficacy beliefs in their employees by focussing on the four primary sources. The author further attests that mastery experience is the most influential source of self-efficacy. When one performs a task successfully due to mastery of experience, his self-efficacy is raised. But inability to perform the task results to failure and affects self efficacy. According to Mensah and Lebbaeus (2013) career progression influences self-efficacy positively.

The relevance of the Self-efficacy theory is that it supports the variable career progression by postulating that career progression increases employee self-efficacy that influences the goals employee set, efforts a person exerts persistence with which an employee attempts new and difficult task.

2.2.2 The Expectancy Theory

The expectancy theory is one of the motivational theories proposed by Victor Vroom in 1964. It includes what encourages employees in a company. Motivation is a force that powers, guides and sustains behavior (Nteere, 2012). Motivation can also be specified as the complex of forces motivating a person at the office to voluntarily utilize his capabilities for accomplishment of certain objectives (Saleem, 2010). The expectations is the belief that a person's initiative will

certainly result in achievement of their goals. An illustration of this in a company is where a staff member works extra tough to obtain organization targets in finishing the job in order to enhance his/her efficiency. This objective is moved by the expectancy for the incentive such as fringe benefit which is provided to a leading executing workers in an organization. In a firm where high carrying out staff members are awarded with fringe advantages, it results to higher performance since workers are motivated (Raheel, 2013).

According to the University of Cambridge (2015), the idea in an individual is based on one's previous experience as well as the viewed problem of the attainment of the goal. When used in this research, it indicated that the result an employee experienced when she or he completed task appointed faster than expected. The span concept advances that despite the fact that people have various collections of objectives, they can be motivated to function if they believe that there is a favorable connection between efforts as well as efficiency (Robbins & Judge, 2012). Beneficial efficiency equates to a favourable rewards and also might supply to maintain the momentum.

Expectations concept is comprised of 3 elements such as Agency, Expectancy and Frame (Lunenburg, 2012). Valency is the value a private position on the incentives (Sinha, 2015). There might be intrinsic such as satisfaction or external that include pay rise, time-off, edge, recognition or promo benefits. Expectations as described over describes degree of assumption as well as self-confidence of accomplishing a task. It was influenced by variables such as self efficacy, objective trouble as well as one's regarded control over efficiency (Sanders, 2012).

Instrumentation is the belief that if one meets performance expectations, he or she will receive a greater reward (McShane & Von Glinow, 2011). This incentive may can be found in the type of a promotion, pay rise or sense of accomplishment. Vroom recommends that a worker's ideas regarding Expectancy, Instrumentality, and also Valence connect emotionally to produce an inspirational force such that the employee acts in manner ins which bring enjoyment as well as prevents discomfort (Hartzell, 2015). The communication of the three variables leads to enhanced motivation and morale among employees. When employees are encouraged they will unleash their potential and the business operations was reliable. They will certainly also agree to place added effort in their line of duty with others in the organization in order to boost organization efficiency.

The Expectancy Theory is relevant as it supports the variable compensation by hypothesizing that employee would be motivated to put extra effort to improve their performance when they expect compensation such as fringe benefits, medical benefits, retirement plans and perks.

2.2.3 Social Comparison Theory

Social comparison theory, initially proposed by social psychologist Leon Festinger in 1954 centers on the belief that there is a drive within individuals to gain accurate self-evaluations. The theory clarifies just how people examine their very own opinions as well as capabilities by comparing themselves to others in order to minimize uncertainty in these domains, and also discover how to specify the self (Gerber, Wheeler & Suls, 2018). People make all types of judgments regarding themselves, as well as among the essential ways that we do this is with social contrast, or assessing the self in relation to others. Psychotherapist Leon Festinger thought that we take part in this contrast procedure as a means of developing a criteria whereby we can make precise examinations of ourselves.

The social comparison process involves people coming to know themselves by evaluating their own attitudes, abilities, and traits in comparison with others. In most cases, we try to compare ourselves to those in our peer group or with whom we are similar. There are two kinds of social comparison that is upward social comparison and downward social comparison (Wheeler & Suls, 2019). Upward social comparison takes place when we compare ourselves with those who we believe are better than us. These upward comparisons often focus on the desire to improve our current status or level of ability. This compares to someone better off and look for ways that we can achieve similar results. Downward social comparison takes place when we compare ourselves to others who are worse off than us. Such downward comparisons are often centered on making ourselves feel better about our abilities or traits. This compares that we might not be great at something, but at least we are better off than someone else.

The theory of Social Comparison Theory is relevant as it informs the variable on performance appraisals where we engage in this comparison process as a way of establishing a benchmark by which we can make accurate evaluations of ourselves.

2.2.4 Attribution Theory

Attribution Theory was first proposed by Fritz Heider in 1958 and proposed that the low reliability and validity of selection interviews are partly explicable in terms of the nature of the attributions made to personal characteristics. Particularly, appropriate attributions based upon out-of-role behaviour are not made as a result of attributional biases and/or clashing duty assumptions. Both these variables result in the illustration of dispositional acknowledgments from practices which is inappropriate for such findings. Training of interviewers to decrease attributional biases and also optimize contract of role expectations at the start of each interview are suggested, both as tests of the concept and also as therapeutic actions (Thompson & O'Sullivan, 2017).

According to Weiner, each causal measurement can possibly affect emotions, whereas only the security dimension influences expectations. Since they engage with emotions to establish the recruiter's decisions, expectations are especially pertinent to the employee's interview. For example, job interviewers ascribing steady reasons to a negative work history ought to be most likely to have negative expectations of future job efficiency and also undesirable feelings; and with each other, their spans as well as feelings ought to cause a lower chance of the applicant being hired (Rozario, Venkatraman & Abbas, 2019). Conversely, job interviewers ascribing stable aspects to a positive employment history ought to be a lot more inclined to have beneficial assumptions of future job performance, favorable feelings, and a higher possibility of employing the applicant.

The Attribution Theory on selection and recruitment is relevant as it informs the variable on recruitment. Attributions are critical to monitoring due to the fact that regarded sources of habits may influence supervisors' and workers' judgments and also actions. The concept describes a procedure by which people make inferences regarding the root causes of their own end results as well as others. Thus, it is especially appropriate to employees' selection interviewers that attempt to analyze the applicant's work history of successes and also failings in order to evaluate their future efficiency.

2.3 Empirical Review

The section reviews previous literature on the study variables that are career development, compensation, performance appraisals, recruitment and their effect on the dependent variable that is employee performance.

2.3.1 Effect of Career Development on Employee Performance

Nasution, Mariatina and Zahreni (2018) studied the influence of career development and organizational culture on employee performance. The study adopted interviews and observation, it was found that employee performance was influenced by some factors such as career development and organizational culture. The research examined the influence of career development and organizational culture on employee performance. The research used quantitative approach which involved 242 permanent employees. The result of statistical analysis showed that career development and organizational culture had positive and significant influence on employee performance.

Mark and Nzulwa (2018) examined the effect of career development programs on employee performance in Kenya. A situation research style was utilized with a targeted populace of 402 employees of National Health center Insurance policy Fund head office Nairobi from which a sample of 120 respondents were drawn making use of 30% of the target populace. Regression analysis showed that occupation advancement programs contributed to 34.9% of staff member performance. The research findings also exposed that there was statistically considerable positive partnership in between worker training; job therapy, staff member mentoring and also occupation innovation on worker efficiency.

Owaka (2014) conducted a study on the perceived effect of continuing professional development on individual performance of professional nurses in ministry of health owned facilities in Nairobi County. The study was carried out within the Ministry of Health owned health facilities in Nairobi City County which had a population of 1450 of nurses at the time of the study. The research design was cross sectional as well as descriptive with random sampling made use of as the sampling technique. The findings of the research study showed that total, nurses think that continuing professional advancement does favorably impact their task performance. However, the participants strongly felt that proceeding specialist growth has greatly helped them resolve their performance obstacles and enhance their proficiencies as well as skills, these two

components bring even more weight than that which they connected to efficiency improvement alone at a mean of 3.24. In general the nurses in the research study felt strongly that proceeding professional development has a favorable impact on their task efficiency. Nonetheless this sensation was more pronounced in nurses between 30-39 years as well as with more than 15 years of practice. This implies therefore that there is need to establish what would favorably affect the performance of the more youthful as well as the older nurses to enable them do at greater degrees.

Manggis, Yuesti and Sapta (2018) studied the effect of career development and organizational culture to employee performance with motivation of work as intervening variable. Data analysis technique used was Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS program. The outcome of the research study revealed that profession advancement has favorable as well as substantial result to function inspiration, organizational culture have positive and also considerable result to work motivation, career growth have positive and also substantial result to worker efficiency, as well as the impact of arbitration of job inspiration variable on indirect impact of occupation development on partial efficiency, as well as influence of arbitration of job inspiration variable on the influence of out of balance direct organizational society to performance is partial.

Manyasi *et al.* (2012) studied the effect of organizational support for career development on employee performance in Kenyan public hospitals. The study adopted a descriptive research design and investigated the effect of public hospitals management support and public hospital incentives on staff performance. The study found out that there exists a positive relationship between organizational support for career development and staff performance. Further, it makes the staff feel that the public hospitals have fulfilled their role in psychological contract.

Bartlett (2017) observed a positive relationship in between coaching/mentoring and workers' commitment and recommended that HR experts ought to adapt brand-new research techniques to show to organizational decision manufacturers that coaching as well as mentoring contributes to wanted office perspectives which may consequently influence habits' such as absence and turn over. Lee and also Bruvold (2013) stated that comprehensive mentoring as well as mentoring programs are favorably connected with productivity; decreased personnel intent to leave and business performance. Raghuram (2014) observed that coaching as well as mentoring is the

bedrock of developing the essential skills for preserving competitive advantage and organizational efficiency. It is true that the resource of competitive advantage refers to the human sources themselves and also not to the policies utilized to bring in, utilize and also retain them, coaching and mentoring might be considered to be a great beginning point for developing a pool of remarkable employee resources and abilities.

Leibowitz (2016) maintains that employees should identify their abilities through programs such as coaching , mentoring and counseling, so that management will decide on the what training needs that should be developed, and also determine the task that should be assigned to them. The process help an organization to gain competitive advantage and also ensures skills and abilities are matched with task, thus productivity is enhanced. Organizations that wish to effectively structure it positions with regards define roles and responsibilities, must undertake the process of career planning to ensure effectiveness in output, and also enhance productivity. Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization.

Lent, (2016) expanded upon Bandura's work to focus exclusively on the development of the individual within the context of career development. Managers who wish to retain talent can borrow from this theory. Career development is driven by self-efficacy or believes in the ability to accomplish something of importance. The degree of achievement depends on two factors, outcome expectations or the idea that initiating a particular behavior will yield the desired result and goals. Lent (2016) states that if a person feels confident of his or abilities, he or she is more likely to connect to specify actions to reach them. When organizations put in place measures to enhance motivation, they can easily retain talents. The theory associate individual failure to insufficient skill and knowledge which are deemed as acquirable.

Weng and Hu (2019) proposed that employee career growth could be captured by four factors: career goal progress, professional ability development, promotion speed, and remuneration growth. This multi-dimensional conceptualization implies that career growth is both a function of the employees' own efforts in making progress toward their personal career goals and acquiring new skills and the organization's efforts in rewarding such efforts, through promotions and salary increases. This multi-dimensional view of career growth can also be construed as

fulfillment of promises on the part of the employer implied by the psychological contract, which in turn has been found to be positively related to employees organizational commitment.

Weng's (2010) multidimensional conceptualization of career growth model suggests that career growth consists of four factors: meeting career goals, developing one's professional abilities, and receiving promotions, and compensation commensurate with those abilities. In essence, this view of career growth is an individual-level, organization specific, concept. That is, he argues that career growth is a measure of the degree to which an individual perceives that their current organization creates an environment in which the employee is able to meet his/her career-related needs and reinforces those accomplishments through promotions and compensation.

Nyambura and Kamara (2017) investigated the influence of career development practices on employee retention in Kenyan public universities. The research study embraced a descriptive research layout and also studied the effect of training as well as development and also mentoring on worker retention in Kenyan public universities. The research study discovered out that both training and also advancement and mentoring had positive result on staff member retention.

2.3.2 Effect of Compensation on Employee Performance

Mmbusa (2019) examined the influence of compensation strategies on employee's performance in the public health sector in Nairobi City County. The study employed a descriptive research design. Stratified random sampling were made use of to pick an example dimension of 110 staff members drawn from the target populace of 1100. Responses were gathered through management of survey. The research study developed that affordable incomes, motivations, indirect settlement and rewards had a considerable and also favorable impact on staff members' performance. The research study discovered that an affordable salary bundle can enhance staff member motivation, minimize staff member turnover and rise performance, motivation plans inspire employees for higher performance and efficiency. It can improve the work-flow and also work methods, indirect payment is a non-monetary benefits supplied and also provided to staff members instead of the services provided by them to the company and that employees end up being much more engaged when their performance is appropriately recognized by their company.

Akter and Husain (2016) analyzed the effect of compensation on job performance. The evaluation showed that proper technique as well as plan based payment scheme can enhance the

work performance of the workers. Workers will provide the maximum initiative for supplying best performance when a suitable with present market circumstance compensation scheme is supplied as well as preserved by the companies since. Hence, settlement has a significant impact on job performance. The quantitative analysis demonstrated that there is a positive as well as strong partnership between compensation and work efficiency.

Massingham *et al.* (2015) study on human capital, value creation and rewards revealed that pay needs to be aligned with employee performance and workers to perform challenging, exciting and interesting jobs to enhance involvement, satisfaction, commitment and loyalty. The assumption therefore is that the higher the employee rewards the better the performance as supported by the social exchange theory. However, in some situations there are workers who earn less but are happy, committed, loyal, motivated and more productive creating inequity in the distributive justice.

The study by Ladner (2015), on effective rewards for effective engagement, posits that financial success of a company is linked to profit sharing, bonus schemes, employee participation and flexible work schedule. Positive relation thus exists between pay and job performance. The needs of workers influence rewards for example individual with higher propensity to communicate individual and family problems receive greater rewards regardless of job performance

Msengeti and Obwogi (2015), evaluated the impacts of the pay and also work environment on the retention of workers in the Hotel Sector in Mombasa County. In their searchings for it was exposed that pay had a weak influence on staff member retention while work environment had the strongest impact which was substantial. While it appeared from the outcomes that work environment plays a significant duty in staff member retention, it was clear that the quantity of wage one would certainly make was not an independent factor to determine workers' retention. For business to continue to be competitive in the hotel sector it was suggested that companies in the market additionally require to re-evaluate the current weaknesses connected with pay.

Kimunge (2014) conducted a study on the effects of total rewards on employee retention in Kenya Vision 2030 Delivery Secretariat. The study found that settlement, work-life balancing, training and career growth have positive effect in employees' decision to leave a company or stay. An inadequate settlement framework and absence of profession development were seen to be the parts that have the most profound effect on employee retention at Kenya Vision 2030

Distribution Secretariat. Inferential stats even more exposed that among various other aspects, payment, work-life balance, training and also advancement and profession growth are essential factors of staff member retention from a human resource management point of view.

2.3.3 Effect of Performance Appraisals on Employee Performance

Aly and El-Shanawany (2016) analyzed the influence of performance appraisal satisfaction on nurses' motivation and their work outcomes in critical care and toxicology units. The research study applied cross-sectional detailed relationship research study amongst 323 registered nurses in Critical Care and also Toxicology Systems. This study revealed that registered nurses were disappointed with the performance assessment process and also less inspired in their job. Their performance and also performance were at reasonable degrees. Today research discovered that nurses' fulfillment with efficiency appraisal had an extremely significant favorable influence on registered nurses' innate inspiration as well as registered nurses' job end results. This research study additionally suggested that nurses' inherent inspiration had an extremely considerable favorable relationship with registered nurses' work end results. In addition, nurses viewed that supervisory as well as organizational pressures may impede their fulfillment with the performance appraisal procedure.

Chaponda (2014) analyzed the effect of performance appraisal on employee motivation: a survey of slum based non-governmental organizations. The study adopted a descriptive research design. The population of interest consists of all 300 employees of slum based NGOs. A sample size of 171 was selected using stratified sampling method. Data was collection using structured questionnaires. The research study discovered that performance appraisal process on worker inspiration established that the system is vital for employee motivation. Different raters can boost the precision of performance assessment (can lower prejudice) and enhance employee's understandings. The manager's capacity to resolve the abilities gaps can have a significant effect on the employee's motivation.

Johnston *et al.* (2011), performed a research study to develop the partnership in between promo and also turn over making use of varied work correlated variables. A longitudinal quasi experimental design was made use of and also a sample of 157 sales individuals. The results showed relationships between the exterior and inner activity of the employees. Several crucial task associated mindsets such as business dedication, tendency to leave, promo contentment,

along with wage differ gradually. Additionally, there were considerable differences between teams promoted stayers and non-promoted leavers for fulfillment with manager, and also time had a significant impact on all dependent variables other than task stress and anxiety.

Vasset, Marnburg and Furunes (2018) studied the effects of performance appraisal in the Norwegian municipal health services. This study assessed the possible result of job inspiration, learning and also self-assessment through performance evaluations for health workers. This research concentrated on goal-setting, responses, engagement and training in efficiency evaluations in municipal health services in Norway; and also job motivation, learning and also self-assessment of performance are the dependent aspects. Surveys were distributed to a representative sample of 600 health workers from the Norwegian municipal health service, with a feedback rate of 62%. Element evaluation as well as regression analysis were run in SPSS. The research study suggested that participants pick up from efficiency assessment. Nurses experienced some higher work inspiration from efficiency appraisal than complementary nurses. All the subordinates regarded greater work motivation after efficiency appraisal than supervisors.

Nikpeyma, *et al*, (2014) studied the problems of clinical nurse performance appraisal system. The study employed a descriptive qualitative approach. The individuals were purposively selected from scientific registered nurses functioning throughout all of the healthcare facility devices in a huge urbane teaching hospital in Tehran. Information were accumulated utilizing 5 focus group interviews, which were audio taped. Information were analyzed utilizing framework analysis and also four significant motifs relating to the issues of medical registered nurse efficiency evaluation system arised from the evaluation of textual data. These styles were contextual troubles, problems related to performance appraisal structure, issues related to efficiency evaluation procedure and those pertaining to efficiency appraisal outcomes. The findings for of this study disclose that the registered nurse performance assessment system faces with different problems. A few of these issues are related to business context while the others worried structure, procedure as well as outcomes of the performance assessment system. In order to attain top quality of individual care as the last goal of performance appraisal, altering and revision of this system is needed.

Kariuki (2017) examined the effect of performance appraisal on employees' performance in in the banking sector. The study adopted a descriptive study in which it targeted all the 479 staff

from 51 branches. The research used self-administered surveys to collect information. The research established that the performance assessment methods with fair payment and also administration assistance, staff members' productivity has been enhanced via job complete satisfaction. The study further established that the performance assessment techniques have boosted employee inspiration through the efficiency reward system, fair settlement and also the working environment. The results disclosed that efficiency evaluation enhanced the worker occupation development via job development, web link in between efficiency and also staff member goals in the company and also the web link between incentive and also performance.

Khan (2017) asserts that the existing staff members function is the most important element to identify whether to give promotion or not. If they regard that the results and the processes are fair, openness and also liability on the review treatment encourages the workers to carry out well in their roles. Group leaders and employee are for that reason able to focus on critical planning on the crucial locations that need attention as well as enhancement. The organization and the specific employees are secured from partial therapy and boost timely and continuous comments. Performance review and also responses should be tailored to the organizations purposes, values as well as objectives thinking about the employees desires and also career aspirations.

According to Ishaque (2017), efficient performance reviews have the adhering to elements; including business objectives and objective as part of efficiency review discussions as well as the anticipated contribution by the employee; underpinning performance testimonials on precise function of the staff member; providing normal comments and also training to aid employees put extra initiative on their performance for example providing the employee an extra challenging function as well as offering guidance and assistance.

2.3.4 Effect of Recruitment on Employee Performance

Tan *et, al.* (2016) exploring the impact of recruitment and selection, and compensation on the performance of employees. Results of the study revealed that there are high positive correlations in between the variables based upon responses 152 respondents from Perak state based personal companies in Malaysia. The outcome of regression analysis revealed that employment and selection, and payment have considerable positive influence on performance of employees. This can be ended the theories show that all these have considerable effect on efficiency of staff members. Thus, the effective company has to recognize the relevance of recruitment as well as

option method in addition to the organization settlement system as a vital variable to produce positive results.

Sarinah, Gultom and Thabah (2016) analyzed the effect of recruitment and employee selection on employee placement and its impacts towards employee performance. The analytical method used is the method of path analysis. The results revealed that recruitment as well as selection variables affect significantly on the positioning of staff members. In a similar way, worker placement variable impact considerably on the performance of workers of Air Jakarta. Nonetheless, only recruitment variable that significantly influence on staff member performance. Recruitment is one the only variable that has straight impact on staff member performance. While selection as well as placement of workers variable do not impact the efficiency of staff members.

Rubery *et al.* (2011) focused at contributing to the debate of how social care workers for the elderly could be recruited and retained to achieve the current and future needs of organizations. The study primarily focused on care assistants and the services they offer to the older adults. According to the findings of the research, improving the recruitment and retention aspects are vital in improving the quality and availability of care staff, an issue that has for a long time raised major concern. The research further showed that various factors affect recruitment in the sector. To begin with personal motivation and experience of care givers are major factors that significantly influence the pull factors into care jobs. In view of employee informal nature of the recruitment process encouraged them to use social networks, which provided information about the available job opportunities and encouraged them to apply. Employers found this form of recruitment to be more effective since it enabled them to select workers who already had knowledge of the job specifications and therefore were less likely to exit from the job in the early days of their engagement due to misconceptions over the nature of the work.

Burke *et al.* (2014) in their study sought to address the fact that not all nurses that are freshly appointed are competent in the first stages of their post. The results of their research indicated that there is a substantial discrepancy in the amount and modes of competence evaluations that are employed for recruitment, with minimum uniformity in the detail of the evaluations, although largely similar evaluations exercises are used. Included in the key competencies were several personal attributes of the job applicants. However, it was not clear as to how these aspects were

assessed during the selection process. Further, there was insignificant information concerning the validity of measures that were employed and whether in actual sense they are measured the competences that were required or considered crucial. It can be deduced that practical skills seem to be assessed easily, but it is not clear how these competencies are assessed to be considered equally important but they appear to be more elusive to assessment including communication and teamwork.

Mwangi (2013) in his study sought to evaluate the competency focused recruitment and selection practices implemented by public hospitals in Kenya. The respondents engaged in the study argued that competency oriented recruitment processes can be integrated with the traditional recruitment and selection processes. Respondents acknowledged that competency oriented recruitment procedures can be integrated to the conventional hiring and selection practices. Competency based approach to recruitment and selection was reflected as a crucial stage of HRM processes. The research also found that utilizing a competency based recruitment and selection system is a results oriented process. The process makes it easier to focus on the results expected of an exemplary staff.

The study by Muathe and Nyambane (2017) aimed at determining the influence of recruitment practices on performance of employees in the MoH, Nairobi City County. It was found that recruitment practices carried out play a vital role in finding out effectiveness and performance of health workforce. In this case effectiveness can be achieved if the Ministry of Health hires workers with relevant knowledge, skills and aptitudes. Effective hiring will eventually prevent unnecessary costs, staff turnover, low performance and demotivated customers.

Kakui (2016) did an investigation about the impacts of development of careers on the performance of an employee, a case of NCPB. Descriptive survey was employed. NCPB was the target population whose offices are based in Nairobi. Only 100 respondents were selected to be the sample using the Stratified random sampling. Questionnaires were used to collect data. Tabulations and analysis were done through SPSS version 20 software. This study indicated that training improves the competitiveness of an employee, motivates the employee and also levels down intimidations. Employees are also capable of networking. This study showed that mentoring does affect the performances of an employee positively.

According to Hariandja (2015) the placement of employees is the process of assignment / replenishment of office or reassignment of employees on the task / new office or different positions. According to Mathis and Jackson (2006) placement is the right job position, how best the worker matches his job will influence amounts and quality of work. Based on the definition presented by the experts above, then we can conclude the placement of employees is the activity of allocating employees certain job positions in accordance with the ability, skills, and expertise in order to achieve the purpose of the agency.

Aguenza and Mat Som (2012) investigated on the Motivational Factors of Employee Retention and Engagement in Organizations in Malaysia, 7,500 employees were surveyed through a cross sectional research design, data was analyzed by use of trend analysis the results of this study revealed career development programs played an instrumental in influencing employees retention in the organization. Another study by Kwenin (2013), explored explores the link between work environment, career development opportunities and employee retention in Vodafone Ghana Limited. The study used 142 employees, representing 10% of the target population of 1,420. The study adopted descriptive research survey, specifically cross sectional. Data was analyzed with Descriptive Statistics. Pearson Correlation Coefficient was employed to establish the relationship among the variables. The findings indicated that career development opportunities had positive relationship with employee retention and thus affect employee's decision to stay. Lassiter Consulting (2014), conducted a descriptive survey in relation to the influence of career development program on employee retention, a sample of 50 employees was chosen from among Fortune 100 companies. Data was analyzed using descriptive statistics, the results of the analysis showed that career development programs highly contributed to employee retention.

Makhamara *et al.* (2016) examined the impact of strategic recruitment and selection on performance of employees in the health sector, Kenya. Among several indicators studied, the research showed that fairness and transparency were not observed in recruitment, selection human resource processes in county public hospitals. These represented a score of approximately 88%. The research also indicated that standardization tests not effectively used during the recruitment and selection of employees. This variable took the highest proportion. Promotion within the sector was not taken to be a major factor in determining employee experience score.

The study also revealed that aspects such as employment assessments such as aptitude, skill tests and mental/cognitive were missing at the county health facilities. Furthermore, though the respective health facilities had a recruitment and selection policy, it was not operational and as a result high employee turnover was rampant.

2.4 Research Gap

The works from other researchers highlights that various human resource management practices have been proposed and implemented to address the performance of employees. Whereas literature indicates that increasing human resource management practices increases performance, the case of healthcare workers specifically nurses have not been assessed. There are limited studies on HRM practices influencing effectiveness in healthcare and the performance. Further still, there are no studies that have considered the aspects of healthcare workers career development, compensation, performance appraisals and recruitment with direct effect on the performance of the healthcare employees. Thus there exists a knowledge gap on this subject, particularly in Kenya.

Mwangi (2013) evaluated the competency focused recruitment and selection practices implemented by public hospitals in Kenya. The study presents a conceptual gap as the current study widened the scope to career development, compensation, performance appraisals and recruitment. Mbugua (2014) study on employee's perception of the influence of human resource management practices on performance of Kengen presents a contextual gap as it was conducted in the private sector while the current study was conducted in the public health sector. Kazira (2014) study on the relationship between human resource development practice and employee commitment in the retail banking at Standard Chartered Bank (Kenya) further presents a contextual gap as it was conducted in the banking sector while the current study was conducted in the public health sector. The study by Wanguku (2016) on the influence of human resource practices on medical officers' retention in Nairobi County presents a conceptual gap as the key variables used were on-boarding process, performance development, talent motivation while the current study used career development, compensation, performance appraisals and recruitment. Therefore, this study sought to bridge the gaps by examining the effect of human resource management practices on employee performance of public hospitals in Kajiado County.

2.5 Critique of Literature Review

The section presents the critique of literature review based on the empirical studies. The study by Manggis, Yuesti and Sapta (2018) on the effect of career development and organizational culture to employee performance with motivation of work as intervening variable showed that career development had positive and significant effect to work motivation. The study provides a key relation on career development and organizational culture towards employee performance. Nonetheless the relation between career development and organizational culture on employee motivation and performance can viewed as indirect since the employees may be motivated but not performing.

The study by Massingham *et al.* (2015) on human capital, value creation and rewards revealed that pay needs to be aligned with employee performance and workers to perform challenging, exciting and interesting jobs to enhance involvement, satisfaction, commitment and loyalty. The assumption therefore is that the higher the employee rewards the better the performance as supported by the social exchange theory. However, in some situations there are workers who earn less but are happy, committed, loyal, motivated and more productive creating inequity in the distributive justice. The study by Vasset, Marnburg and Furunes (2018) studied the effects of performance appraisal in the Norwegian municipal health services found that all the subordinates perceived higher job motivation after performance appraisal than managers. However, the findings may prove different in a diverse setting such as that of a developing country like Kenya.

The study by Burke *et al.* (2014) finds that not all nurses that are freshly appointed are competent in the first stages of their post. However, it is not clear as to how these aspects were assessed during the selection process. It can be deduced that practical skills seem to be assessed easily, but it is not clear how these competencies are assessed to be considered equally important but they appear to be more elusive to assessment including communication and teamwork. In addition, Self-efficacy theory evidence consists of correlations between self-efficacy ratings and other behaviors. Such response-response relationships do not unequivocally establish that one response causes another.

2.6 Conceptual Framework

The conceptual framework aids the reader to see at a glance the proposed relationships between the variables in the study graphically or diagrammatically. Figure 2.1 depicts the relationship

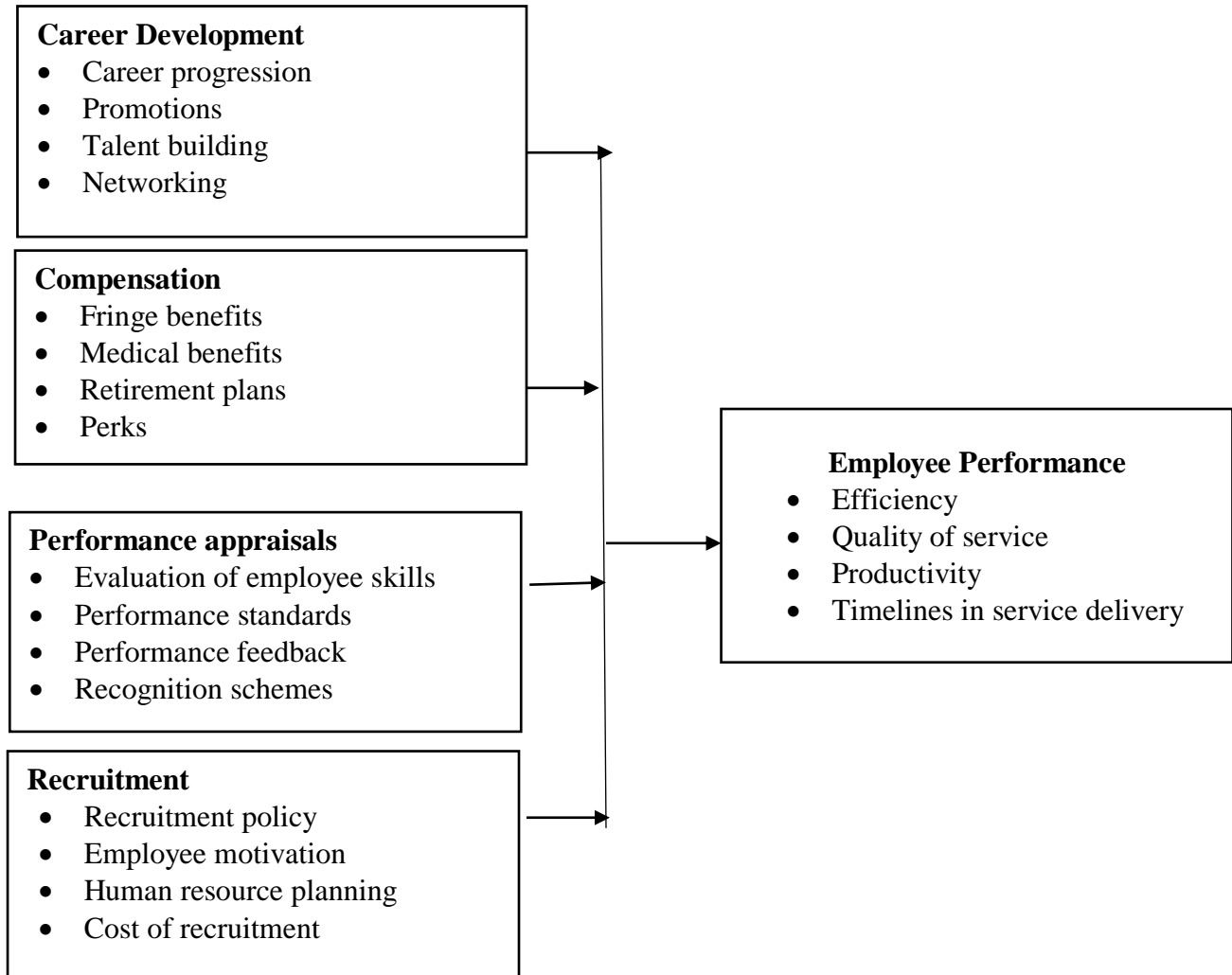
between human resource management practices and its components such as career development, compensation, performance appraisals and recruitment and performance of employees.

Independent Variables

(Human Resource management Practices)

Dependent Variable

(Employee Performance)



2.7 Operationalization of Variables'

The study operationalization of variables illustrates how the study independent and dependent variables was measured. This was as indicated in Table 2.1.

Table 2.1: Operationalization of Variables

Variables	Operational Indicators	Measure	Type of Scale
Career Development	<ul style="list-style-type: none">• Career progression• Promotions• Talent building• Networking	5-point Likert Type Scale	Interval Scale
Compensation	<ul style="list-style-type: none">• Fringe benefits• Medical benefits• Retirement plans• Perks	5-point Likert Type Scale	Interval Scale
Performance appraisals	<ul style="list-style-type: none">• Evaluation of employee skills• Performance standards• Performance feedback• Recognition schemes	5-point Likert Type Scale	Interval Scale
Recruitment	<ul style="list-style-type: none">• Recruitment policy• Employee motivation• Human resource planning• Cost of recruitment	5-point Likert Type Scale	Interval scale
Employee Performance	<ul style="list-style-type: none">• Efficiency• Quality of service• Productivity• Timelines in service delivery	5-point Likert Type Scale	Interval scale

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section outlined the methodology that was used in carrying out the study. It comprised of research design, population, sample size and sampling procedure, data collection method and data analysis and presentation.

3.2 Research Design

Research design refers to a plan outlining how information is gathered in identifying the data collection methods, the instruments to be used, how the instruments was administered, and how the information was organized and analyzed (Kisilu *et al.* 2006). The study employed descriptive research design for it portrays an accurate profile of situations (Saunders *et al.* 2009). The study was quantitative in nature. A descriptive research design was used as it enables the researcher to describe the characteristics of the variables of interest. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way (Cooper & Schindler, 2008). It was designed to gain more information about variables within a particular field of study.

3.3 Target Population

A population refers to an entire group of individuals, units, events or objects in the universe of interest for a particular study having a common observable attributes or characteristics (Majid, 2018). The target population was the 1,800 medical staff in the 5 public hospitals in Kajiado County which include; Kajiado County Referral Hospital, Ngong Sub County hospital, Oloitoktok Sub County hospital, Kitengela Sub County hospital and Ongata Rongai Sub County hospital (KCPSB Report, 2020). The hospitals were selected as they had all the health cadres in the County. The unit of observation was the medical staff in each of the health cadres. The target population is as shown in Table 3.1.

Table 3.1: Target population

No	Hospital	Staff Population
1	Kajiado County Referral Hospital	550
2	Ngong sub county	360
3	Loitoktok Sub county	426
4	Kitengela Sub county	380
5	Ongata Rongai sub county	84
	Total	1,800

3.4 Sampling and Sampling Procedure

Sampling is the process of obtaining information about an entire population by examining only a part of it (Bryman & Bell, 2013). Stratified random sampling was adopted using Yamane (1967) simplified formula to calculate the sample size for the supervisors and staff which provided the number of responses that should to be obtained using the equation;

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

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$$n = 1800 / [1 + 1800(0.05)^2]$$

$$= 327.27 \approx 328 \text{ respondents}$$

$$n = 328 \text{ respondents.}$$

Therefore, the 328 respondents was apportioned as per the population in each of the 5 public hospitals and to obtain the desired simple size from each stratum, stratified sampling formula was used $i = n(N/P)$, (Kothari ,2009). The sample size was calculated using the formula $i = n(N/P)$

Where i = Number of respondent in the stratum to be sampled

n=sample size

N=population of the specific stratum

P=population

Table 3.2: Sample Size

No	Hospital	Target Population	Sample Size
1	Kajiado County Referral Hospital	550	100
2	Ngong sub county	360	66
3	Loitoktok Sub county	426	78
4	Kitengela Sub county	380	69
5	Ongata Rongai sub county	84	15
	Total	1,800	328

3.5 Research Instrument

Primary data was collected by means of a structured questionnaire. The questionnaires was administered through the use of online questionnaires and drop and pick later method. The online and pick up later method are preferred due to convenience of the respondents. According to Blumberg, Cooper and Schindler (2014), the use of structured questions on the questionnaire allowed for uniformity of responses to questions. The questionnaire was in 2 sections. Section A contained demographic information and section B was a series of statements to capture perception on human resource management practices. The key variables include the independent variables, which are career development, compensation, performance appraisals and recruitment. The use of questionnaire ensured collection of data from many respondents within a short time and respondents was free to give relevant information because they was assured of their anonymity as indicated by Dalati and Gómez (2018) and Rominger (2018).

3.6 Pilot Study

The purpose of the pilot test is to refine the questionnaire so that respondents have no problems in answering the questions and thus eliminate problems in recording the data. In addition, it enables obtain assessment of the question's validity and reliability before engaging in the main

data collection. Preliminary analysis using the pilot test data can be undertaken to ensure that the data collected enables the investigative questions to be answered (Saunders, Lewis & Thornhill 2012).

According to Mugenda and Mugenda (2003), a pretest sample ranges from 1% to 10% depending on the sample size. In this study, 10% of the sample size was used for the pilot test. Therefore, 33 questionnaires was piloted by issuing them to respondents who were not included in the final study sample.

3.7 Validity and Reliability of Research Instrument

Saunders, Lewis and Thornhill (2012) states that validity is the accuracy and meaningfulness of inferences, which are based on the research results. This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and also ensure that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough examination on some randomly selected project supervisors. They was asked to evaluate the statements in the questionnaire for relevance.

Reliability is the consistency of a set of measurement items (Cronbach, 1951). Cronbach's alpha was used to test the reliability of the measures in the questionnaire (Cronbach, 1995). The study used a 10% of the sample size was used for the pilot test. Therefore, 33 questionnaires was piloted by issuing them to respondents who were not included in the final study sample. The questionnaire response was entered into statistical package for social sciences (SPSS) and Cronbach's alpha coefficient was generated to assess reliability. The closer Cronbach's alpha coefficient was to 1, the higher the internal consistency reliability (Sekaran, 2006). A coefficient of 0.7 was used as recommended by Cronbach (1951)

3.8 Data Collection Procedure

Data collection refers to acquisition of subjects and collection of information needed for an investigation; techniques of collection varied depending on the research design, (Kothari, 2012). Primary data was used for this study and was collected by using a structured questionnaire. The study used online questionnaires, drop and pick method and the researcher used scheduled phone calls to follow-up on the dropped questionnaires.

3.9 Diagnostic Tests

The study conducted normality test, multicollinearity and heteroscedasticity. The diagnostics were conducted to avoid doing regression analysis with spurious results.

3.9.1 Multicollinearity

Multicollinearity is the condition in which there is a high degree of association between independent variables and dependent variable. Multicollinearity was tested using variance inflation factor VIF. Multicollinearity was found present if VIF value is above 10. This is according to Bryman and Bell (2013) who indicated that where $VIF \geq 10$ indicate presence of Multi-collinearity.

3.9.2 Heteroscedasticity

According to Williams (2016), heteroscedasticity gives equal weight to all observations and causes the standard errors to be discriminated and consequently results in an incorrect conclusion when testing the hypothesis. Breusch-Pagan was used to check for existence of heteroscedasticity in the data collected. The hypothesis was that the data is homoscedastic and was tested at 0.05 significance level. If the p-value is larger than the critical 0.05, then we concluded that the data does not suffer from heteroscedasticity.

3.9.3 Normality test

The assumption of normality enables one to make accurate statistical inferences from test of hypothesis (Field, 2009). This study used the Jarque-Bera test statistic (Bera & Jarque, 1982) to test for the normality of the residuals. The hypothesis was that the data is normal. If the p-value was above the critical 0.05, then we concluded that the data is normally distributed.

3.10 Data Processing and Analysis

Data analysis according to Kothari (2012) involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions. Before the actual analysis of data using SPSS, data was cleaned, edited, checked for accuracy and coded. Data was analyzed using descriptive and inferential statistics. Quantitative data collected using a questionnaire was analyzed by the

use of descriptive statistics using the Statistical Package for Social Sciences (SPSS) and was presented through percentages, means, standard deviations and frequencies.

A regression model was used to test the influence of human resource management practices on employee performance. This enabled to evaluate the relationships between the dependent and independent variables of the study. The regression was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+ \beta_4X_4+ \varepsilon$$

Where;

Y = Employee Performance

X₁ = Career Development

X₂ = Compensation

X₃ = Performance appraisals

X₄ = Recruitment

β₀= Constant Term;

β₁, β₂, β₃, β₄= Beta coefficients;

ε = Error Term.

3.11 Ethical Consideration

The principles of ethics was adhered to ensure preservation of respondent's dignity and emotions when asking probing questions. The researcher also appended an introduction letter which also gave an assurance of confidentiality to the respondents. Also, in conducting this research, care was taken to ensure no physical or emotional harm was caused to the respondents. The researcher obtained authority to conduct research from the School of Graduate Studies of KCA University. The research study upheld the respondents' anonymity by not identifying the personal details of respondents, refraining from referring to them by their names or exposing any other sensitive information about a respondent.

CHAPTER FOUR
RESULTS AND DISCUSSION

4.0 Introduction

This chapter focused on data analysis, findings and interpretation. Results were presented in tables and diagrams. The analyzed data was arranged under themes that reflected the research objectives.

4.1 Response Rate

The response rate was analyzed to show the representative from the sample size. A response rate is very important to the credibility of the research results. A low response rate may decrease the statistical power of the data collected and undermine the reliability of the results. It may also undermine the ability of the researcher to generalize the results to the larger target audience. This is further complicated by the fact that a low response rate can be indicative of a non-response bias within the sample. A low response rate can give rise to sampling bias if the non-response is unequal among the participants regarding exposure and/or outcome.

The study administered 328 questionnaires and the results are as shown in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	256	78%
Unreturned	72	22%
Total	328	100%

Source: Field Survey Data (2020)

According to Mugenda and Mugenda (2003) and Kothari (2004), a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable, 60% is good and 70% is very good. Thus, the response rate of 78% under this study was very good for study.

4.2 Pilot Test

4.2.1 Reliability Test

Reliability is the consistency of a set of measurement items (Cronbach, 1951). Cronbach's alpha was used to test the reliability of the measures in the questionnaire (Cronbach, 1995). The study used a 10% of the sample size was used for the pilot test. Therefore, 33 questionnaires was piloted by issuing them to respondents who were not included in the final study sample. The questionnaire response was entered into statistical package for social sciences (SPSS) and Cronbach's alpha coefficient was generated to assess reliability. The closer Cronbach's alpha coefficient was to 1, the higher the internal consistency reliability (Sekaran, 2006). A coefficient of 0.7 was used as recommended by Cronbach (1951) The results are as shown in Table 4.2.

Table 4.2: Reliability Test

Variables	Items	Cronbach Alpha
Career Development	4	0.8213
Compensation	4	0.8145
Performance appraisals	4	0.8311
Recruitment	4	0.7992
Employee Performance	4	0.8283

The results indicated that the statements under career development (0.8213), compensation (0.8145), performance appraisals (0.8311), recruitment (0.7992) and employee performance (0.8283) had a Cronbach alpha of above 0.7 and thus the statement were considered reliable.

4.2.2 Validity Test

This study used both construct validity and content validity. For construct validity, the questionnaire was divided into several sections to ensure that each section assessed information for a specific objective, and also ensure that the same closely ties to the conceptual framework for this study. To ensure content validity, the questionnaire was subjected to thorough examination by the project supervisors. They were asked to evaluate the statements in the questionnaire for relevance.

4.2 Demographic Characteristics

This section consists of information that describes basic characteristics including gender, age, highest level of education and duration in the health sector.

4.2.1 Gender

The respondents were asked to indicate their gender and the results are as shown in the Table 4.2.

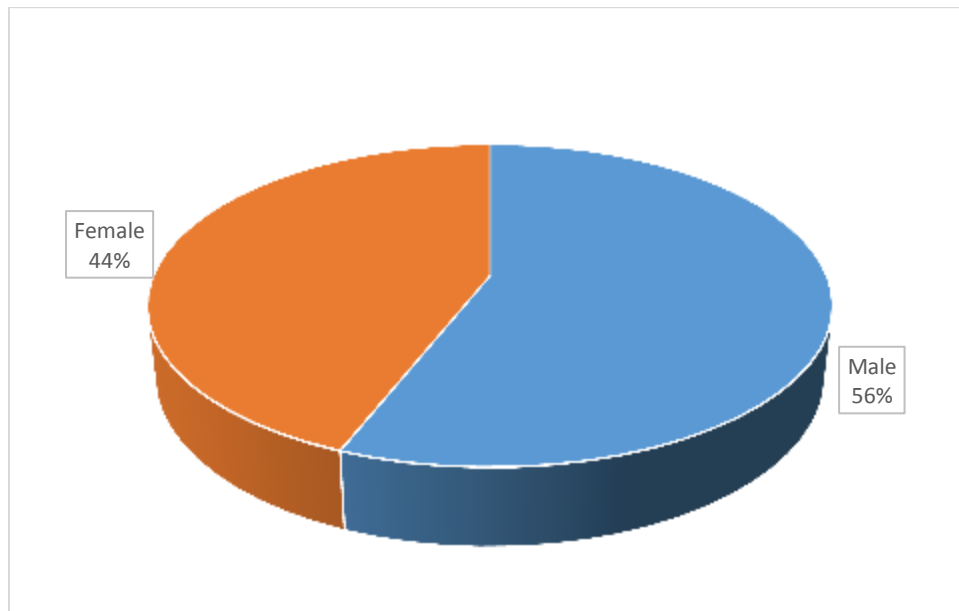


Figure 4.1: Gender of Respondents

Source: Field Survey Data (2020)

The results show that majority of the respondents were men who represented 56% of the sample while 44% were female. This indicated that the composition of the staff in the public hospitals had more male than female staff representation.

4.2.2 Age

The respondents were asked to indicate their age bracket and the results are as shown in Table 4.2.

Table 4.2: Age of Respondents

Age Bracket	Frequency	Percent
Below 25 years	12	5%
26-30 years	27	11%
31-40 years	91	36%
41-50 years	70	27%
Above 50 years	56	22%
Total	256	100

Source: Field Survey Data (2020)

Results indicated that most of the respondents were aged between 31-40 years represented by 36% and they were followed by 41 - 50 years at 27%. Those with above 50 years were at 22% while least below 26-30 years was at 5%. The least was below 25 years with 5%. This indicated that the health staff were middle and above middle age level. This can be associated by the high level of experience required in healthcare that comes with time and age in training

4.2.3 Level of Education

The respondents were asked to indicate their highest level of education and the results are as shown in the Table 4.3.

Table 4.3: Highest Level of Education

Level of Education	Frequency	Percent
Diploma	30	12%
Bachelor's	121	47%
Master	78	31%
PhD	27	11%
Total	256	100

Source: Field Survey Data (2020)

The results indicated that most of the respondents had attained a bachelor's degree and this was represented by 47% followed by those with masters at 31%. Further, those who had diploma were at 12% and the respondents who had PhD was the least with 11%. The level of education

outcomes suggest that, the respondents were adequately educated and that they able to comprehend to the questions raised and give substantial reaction since they would be advised to understanding as guided by their level of instruction which for this situation majority share having graduate as their education level.

4.2.5 Duration

The respondents were asked to indicate their job duration in the health sector service and the results are as shown in the Table 4.4.

Table 4.4: Duration

Duration	Frequency	Percent
Less than 1 year	9	4%
2- 4 years	61	24%
5-7 years	77	30%
8-10 years	97	38%
Above 10 years	12	5%
Total	256	100

Source: Field Survey Data (2020)

The results indicated that most has worked in the health sector for 8-10 years as represented by 38% and followed by 5-7 years represented by 30%. Those who had worked in the healthcare sector for 2-4 years were at 24% while above 10 years was 5%. The least was below 1 year was at 4%. The more the duration of work in the health sector is likely to reflect on more experience.

4.3 Descriptive Statistics

This section presents the descriptive results on risk career development, compensation, performance appraisals, recruitment and employee performance. For purposes of presentation, the results for strongly (5) agree and agree (4) were combined as agree while strongly disagree (1) and disagree (2) were combined as disagree.

4.3.1 Career Development

The first objective of the study was to establish the effect of career development on employee performance of public hospitals in Kajiado County, Kenya. The study evaluated the respondents' level of agreement with the various statements on the career development using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are as illustrated in Table 4.5.

Table 4.5: Career Development

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dvt
Does your hospital have career progression for the employees	10%	14%	13%	28%	35%	3.64	1.34
Does your hospital have promotions for the employees	12%	11%	10%	34%	34%	3.68	1.35
Does your hospital have talent building for the employees	14%	11%	13%	31%	31%	3.54	1.40
Does your hospital have networking for the employees	10%	12%	11%	32%	35%	3.71	1.32
Average						3.64	1.35

Source: Field Survey Data (2020)

Under career development, the respondents were asked if the hospital have career progression for the employees and 63% agreed while 24% disagreed with the statement. On whether the hospital have promotions for the employees, 68% agreed while 22% disagreed to the statement. The respondents were asked if the hospital have talent building for the employees and 62% agreed while 25% disagreed with the statement. Lastly, the respondents were asked if the hospital have networking for the employees and 67% agreed while 22% disagreed with the statement. The overall mean was 3.64 that showed that majority agreed to the statements on career progression with variations of 1.35.

4.3.2 Compensation

The second objective of the study was to establish the effect of compensation on employee performance of public hospitals in Kajiado County, Kenya. The study evaluated the respondents' level of agreement with the various statements on the compensation using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are as illustrated in Table 4.6.

Table 4.6: Compensation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dvt
Does your hospital have fringe benefits for the employees	10%	13%	13%	36%	29%	3.61	1.30
Does your hospital have medical benefits for the employees	15%	10%	11%	33%	32%	3.57	1.40
Does your hospital have retirement plans for the employees	13%	9%	11%	35%	31%	3.62	1.35
Does your hospital have perks for the employees	10%	15%	15%	33%	28%	3.54	1.31
Average						3.59	1.34

Source: Field Survey Data (2020)

On Compensation, the respondents were asked if the hospital have fringe benefits for the employees and 65% agreed while 23% disagreed with the statement. On whether the hospital have medical benefits for the employees, 64% agreed while 25% disagreed with the statement. The respondents were asked if the hospital have retirement plans for the employees and 66% agreed while 22% disagreed with the statement. Lastly, the respondents were asked if the hospital have perks for the employees and 61% agreed while 25% disagreed. The overall mean was 3.59 that showed that majority agreed to the statements on compensation with variations of 1.34.

4.3.3 Performance Appraisals

The third objective of the study was to determine the effect of performance appraisals on employee performance of public hospitals in Kajiado County, Kenya. The study evaluated the respondents' level of agreement with the various statements on the performance appraisals using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are as illustrated in Table 4.7.

Table 4.7: Performance Appraisals

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dvt
Is there evaluation of employee skills in your hospital	11%	12%	16%	30%	32%	3.61	1.32
Are there achievable performance standards set for the employees	13%	11%	12%	30%	35%	3.63	1.38
Are there performance feedback mechanisms for the employees	11%	9%	16%	32%	34%	3.69	1.30
Are there recognition schemes set for well performing employees	9%	12%	13%	37%	30%	3.68	1.26
Average						3.65	1.31

Source: Field Survey Data (2020)

Under performance appraisals, the respondents were asked if there is evaluation of employee skills in the hospital and 62% agreed while 22% disagreed with the statements. On whether there are achievable performance standards set for the employees, 65% agreed while 23% disagreed with the statements. The respondents were asked if there are performance feedback mechanisms for the employees and 65% agreed while 19% disagreed with the statement. Lastly, the respondents were asked if there are recognition schemes set for well performing employees and 67% agreed while 20% disagreed. The overall mean was 3.65 that showed that majority agreed to the statements on performance appraisals with variations of 1.31

4.3.4 Recruitment

The fourth objective of the study was find out the effect of recruitment on employee performance of public hospitals in Kajiado County, Kenya. The study evaluated the respondents' level of agreement with the various statements on the recruitment using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are as illustrated in Table 4.8.

Table 4.8: Recruitment

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dvt
Is there a feasible recruitment policy for the hospital	10%	12%	13%	29%	36%	3.71	1.33
Is there employee motivation for the employees	11%	16%	9%	32%	31%	3.57	1.36
Is there human resource planning for employee recruitment	16%	9%	12%	32%	30%	3.50	1.43
Are there mechanism that guide the cost of recruitment for the employees	11%	12%	9%	33%	34%	3.66	1.35
Average						3.61	1.37

Source: Field Survey Data (2020)

On recruitment, the respondents were asked if there is a feasible recruitment policy for the hospital and 66% agreed while 22% disagreed with the statement. On whether there is employee motivation for the employees, 64% agreed while 27% disagreed with the statement. The respondent were asked if there is human resource planning for employee recruitment and 62% agreed while 26% disagreed to the statement. Lastly, the respondents were asked if there are mechanism that guide the cost of recruitment for the employees and 67% agreed while 23% disagreed with the statement. The overall mean was 3.61 that showed that majority agreed to the statements on recruitment with variations of 1.37.

4.3.5 Employee Performance

The dependent objective of the study was employee performance of public hospitals in Kajiado County, Kenya. The study evaluated the respondents' level of agreement with the various statements on the employee performance using a scale of 1 – 5 where 5- strongly agree, 4- agree, 3- neutral, 2- disagree and 1- strongly disagree. The findings are as illustrated in Table 4.9.

Table 4.9: Employee Performance

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dvt
Are services offered operated with efficiency	16%	12%	9%	30%	33%	3.52	1.45
Are clients satisfied with the quality of services delivered	11%	12%	12%	31%	34%	3.56	1.34
Is there employee productivity in the hospital	13%	11%	10%	29%	37%	3.34	1.41
Is there timeliness in service delivery to the clients	8%	15%	13%	25%	38%	3.40	1.33
Average						3.46	1.39

Source: Field Survey Data (2020)

On employee performance, the respondents were asked if the services offered operated with efficiency and 63% agreed while 28% disagreed with the statement. On whether the clients are satisfied with the quality of services delivered, 65% agreed whereas 23% disagreed to the statement. The respondents were asked if there is employee productivity in the hospital and 65% agreed to the statement while 25% disagreed. Lastly, the responds were asked if there is timeliness in service delivery to the client's and 63% agreed while 23% disagreed. The overall mean was 3.46 that showed that majority were neutral to the statements on performance with variations of 1.39.

4.4 Correlation Analysis

Correlation analysis was conducted to establish the relationship between the independent and dependent variables. The correlation matrix is presented in Table 4.10.

Table 4.10: Correlation Matrix

	Employee Performance	Career Development	Compens ation	Performance appraisals	Recruit ment
Employee Performance	1.000				
Career Development	.613** 0.000	1.000			
Compensation	.625** 0.000	.657** 0.000	1.000		
Performance appraisals	.569** 0.000	.615** 0.000	.661** 0.000	1.000	
Recruitment	.640** 0.000	.686** 0.000	.676** 0.000	.624** 0.000	1.000

Source: Field Survey Data (2020)

The results in Table 4.11 revealed that Career Development and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .613^{**}$, $p = 0.000$). The results further indicated that Compensation and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .783^{**}$, $p = 0.000$). Performance appraisals and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .569^{**}$, $p = 0.000$). Lastly, results showed that Recruitment and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .640^{**}$, $p = 0.000$). This implies that an increase in career development, compensation, performance appraisals and recruitment leads to an increase on employee performance of public hospitals since the coefficients are positively related.

4.5 Diagnostic Tests

The diagnostic tests conducted included Multicollinearity Test, Test for Heteroscedasticity and Normality Test.

4.5.1 Multicollinearity Test

Multicollinearity test was conducted to determine if two or more of the predictor (independent) variables in the regression model was highly correlated. Variance inflation factor (VIF) were used to test multicollinearity and VIF of below 10 indicated acceptable limits. If the VIF value of exploratory variables are greater than 10, then variables were regarded as highly collinear.

Table 4.11: Multicollinearity Test Using Tolerance and VIF

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Career Development	0.441	2.270
Compensation	0.419	2.388
Performance appraisals	0.482	2.073
Recruitment	0.421	2.377

Source: Field Survey Data (2020)

From the findings above all the variables had tolerance values >0.2 and VIF values <10 as shown in Table 4.11 and thus according to Myres (2015) who indicated that where $VIF \geq 10$ indicate presence of Multicollinearity, there was no multicollinearity among the independent variables.

4.5.2 Test for Heteroscedasticity

Heteroscedasticity is the circumstance in which the variability of a variable is unequal across the range of values of a second variable that predicts it. Running a regression model without accounting for heteroscedasticity would lead to unbiased parameter estimates. To test for heteroscedasticity, the Breusch-Pagan/Godfrey test was used. Heteroscedasticity test was run using Breusch-Pagan / Cook-Weisberg test in order to test whether the error terms are correlated across observations in the cross sectional of the data (Long & Ervin, 2000). The hypothesis was that;

H_1 : The data is Homoscedastic.

If the p-value is less than 0.05, the hypothesis is rejected.

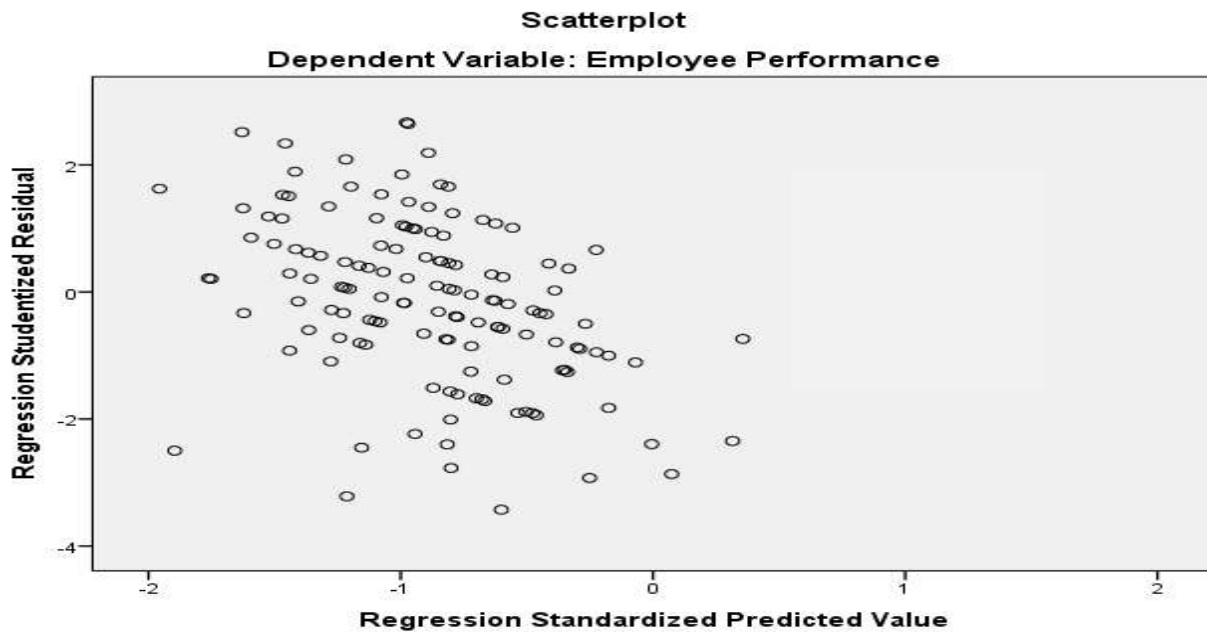


Figure 4.2: Heteroscedasticity Plot

The scatter plots showed that the dots are diffused and therefore concluded that the regression model does not suffer from heteroscedasticity. In addition the Breusch-Pagan results are presented in Table 4.13.

Table 4.13: Heteroscedasticity Results

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity

H₀: Constant variance

Variables: fitted values of Employee Performance

chi2(1)	=	54.19
Prob > chi2	=	0.328

Source: Field Survey Data (2020)

Results in Table 4.13 show that the p-value is greater than the 5%. Then the hypothesis was not rejected at a critical p value of 0.05 since the reported Chi2 (1) = 54.19 and p-value was 0.328 > 0.05 and thus the data did not suffer from heteroscedasticity.

4.5.3 Normality Test

Test for normality determines if the data is well modeled and normally distributed (linear). To test the normality of the variables, Shapiro–Wilk test was used as it has the highest power among all tests for normality. The hypothesis was tested at a critical value at 0.05, where the rule is that reject H_0 if the probability (P) value is less than 0.05 or else do not reject. The dependent variable should be normally distributed because the study was analyzed using a multiple regression model where the condition of normality must be satisfied (Quataroli & Julia, 2012). The hypothesis was that;

H_1 : The data is normal.

The results for normality are as shown in Table 4.14.

Table 4.14: Normality Outputs

Variables	Statistic	Shapiro-Wilk df	Sig.
Employee Performance	0.810	256	0.221
Career Development	0.818	256	0.301
Compensation	0.720	256	0.410
Performance appraisals	0.350	256	0.062
Recruitment	0.639	256	0.512

Source: Field Survey Data (2020)

The results indicated that using the Shapiro-Wilk test of normality, the data is normal since the p-values are above 0.05 for all the variables and thus we do not reject the alternative hypothesis (H_1). Therefore, the variables on employee performance, career development, compensation, performance appraisals and recruitment are normal in distribution and hence subsequent analysis can be carried out.

4.6 Regression Analysis

The study sought to carry out regression analysis to establish the statistical significance relationship between career development, compensation, performance appraisals and recruitment on employee performance. According to Chatterjee and Hadi (2015), regression analysis is a statistical process of estimating the relationship among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent and one or more independent variables. More specifically, regression analysis helps one to understand how the typical value of the dependent variable changes when any one of the independent variable is varied, while the other independent variables are held fixed (Gunst, 2018).

The results presented in Table 4.15 present the fitness of model used of the regression model in explaining the study phenomena.

Table 4.15: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714a	0.61	0.502	0.626

Source: Field Survey Data (2020)

The variables career development, compensation, performance appraisals and recruitment were found to be satisfactory variables in explaining employee performance in hospital. This is supported by coefficient of determination also known as the R square of 0.61. This means that career development, compensation, performance appraisals and recruitment explain 61% of the variations in the dependent variable, which is employee performance. This results further means that the model applied to link the relationship of the variables was satisfactory.

The Analysis of Variance (ANOVA) results are shown in Table 4.16.

Table 4.16: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	102.308	4	25.577	65.35	.000b
Residual	98.238	251	0.391		
Total	200.546	255			

Source: Field Survey Data (2020)

The findings further confirm that the regression model of is significant and supported by F= 63.35, p<0.000) since p-values was 0.000 which is less than 0.05.

The study conducted a regression of coefficient analysis to establish the statistical significance relationship between the independents variables notably career development, compensation, performance appraisals and recruitment on the dependent variable that was employee performance.

The regression of coefficient results are as shown in Table 4.17.

Table 4.17: Regression of Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.782	0.188		4.172	0.000
Career Development	0.194	0.065	0.200	3.000	0.003
Compensation	0.220	0.066	0.227	3.329	0.001
Performance appraisals	0.121	0.061	0.127	1.995	0.047
Recruitment	0.263	0.066	0.271	3.976	0.000

Source: Field Survey Data (2020)

$$Y = 0.782 + 0.194X_1 + 0.220X_2 + 0.121X_3 + 0.263X_4$$

Where:

Y = Employee Performance.

X_1 = Career Development

X_2 = Compensation

X_3 = Performance appraisals

X_4 = Recruitment

$\beta_{1...4}$ = Coefficients of the variables

The constant of 0.782 showed that when career development, compensation, performance appraisals and recruitment are held constant, employee performance in public hospitals in Kajiado County will remain at 0.782 units. The regression of coefficients results show that career development and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta=0.194$, $p=0.003$). The results further indicated that Compensation and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta= 0.220$, $p=0.001$). The results further indicated that Performance appraisals and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta= 0.121$, $p=0.047$). Lastly, results showed that Recruitment and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta =0.263$, $p=0.000$).

4.7 Discussion of Findings

The objective of this study was to determine the effect of human resource management practices on employee performance of public hospitals in Kajiado County, Kenya. The variables of interest were career development, compensation, performance appraisals and recruitment on employee performance. The pre-estimation tests conducted on Multicollinearity Test, Test for Heteroscedasticity, and Normality Test indicated that the underlying assumptions were fit for regression analysis.

The first objective of the study was to establish the effect of career development on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that Career Development and employee performance of public hospitals in Kajiado County is positively and significantly related ($r= .613^{**}$, $p=0.000$). Regression results indicated that career development and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta=0.194$, $p=0.003$). This implies that a unitary increase in

career development leads to increase in employee performance of public hospitals in Kajiado County by 0.194 units holding other factors constant.

The findings are consistent with Nasution, Mariatina and Zahreni (2018) who established that career development and organizational culture had positive and significant influence on employee performance. Mark and Nzulwa (2018) found that there was statistically considerable positive partnership in between worker training; job therapy, staff member mentoring and also occupation innovation on worker efficiency. Owaka (2014) findings showed that total, nurses think that continuing professional advancement does favorably impact their task performance. In general the nurses in the research study felt strongly that proceeding professional development has a favorable impact on their task efficiency. Manggis, Yuesti and Sapta (2018) revealed that profession advancement has favorable as well as substantial result to function inspiration, organizational culture have positive and also considerable result to work motivation, career growth have positive and also substantial result to worker efficiency. Manyasi *et al.* (2012) study found out that there exists a positive relationship between organizational support for career development and staff performance. Further, it makes the staff feel that the public hospitals have fulfilled their role in psychological contract. Bartlett (2017) observed a positive relationship in between coaching/mentoring and workers' commitment.

The second objective of the study was to establish the effect of compensation on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that Compensation and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .783^{**}$, $p = 0.000$). Regression results indicated that Compensation and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta = 0.220$, $p = 0.001$). This implies that a unitary increase in Compensation leads to increase in employee performance of public hospitals in Kajiado County by 0.220 units holding other factors constant.

The findings are in line with Mmbusa (2019) who established that compensation enhances staff member motivation, minimize staff member turnover and rise performance, motivation plans inspire employees for higher performance and efficiency. It can improve the work-flow and also work methods, indirect payment is a non-monetary benefits supplied and also provided to staff members instead of the services provided by them to the company and that employees end up

being much more engaged when their performance is appropriately recognized by their company. Ladner (2015) on effective rewards for effective engagement, posits that financial success of a company is linked to profit sharing, bonus schemes, employee participation and flexible work schedule. Positive relation thus exists between pay and job performance. The needs of workers influence rewards for example individual with higher propensity to communicate individual and family problems receive greater rewards regardless of job performance.

The third objective of the study was to determine the effect of performance appraisals on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that performance appraisals and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .569^{**}$, $p = 0.000$). Regression results indicated that Performance appraisals and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta = 0.121$, $p = 0.047$). This implies that a unitary increase in performance appraisals leads to increase in employee performance of public hospitals in Kajiado County by 0.121 units holding other factors constant. The results are consistent with Chaponda (2014) who found that performance appraisal process on worker inspiration established that the system is vital for employee motivation. Different raters can boost the precision of performance assessment (can lower prejudice) and enhance employee's understandings. The manager's capacity to resolve the abilities gaps can have a significant effect on the employee's motivation.

The fourth objective of the study was to find out the effect of recruitment on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that Recruitment and employee performance of public hospitals in Kajiado County is positively and significantly related ($r = .640^{**}$, $p = 0.000$). Regression results indicated that Recruitment and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related ($\beta = 0.263$, $p = 0.000$). This implies that a unitary increase in recruitment leads to increase in employee performance of public hospitals in Kajiado County by 0.263 units holding other factors constant.

The findings agree with Sarinah, Gultom and Thabah (2016) whose results revealed that recruitment as well as selection variables affect significantly on the positioning of staff members. Burke *et al.* (2014) established that there was insignificant information concerning the validity of

measures that were employed and whether in actual sense they are measured the competences that were required or considered crucial. Mwangi (2013) found that competency oriented recruitment procedures can be integrated to the conventional hiring and selection practices. Competency based approach to recruitment and selection was reflected as a crucial stage of HRM processes. Muathe and Nyambane (2017) found that effective hiring will eventually prevent unnecessary costs, staff turnover, low performance and demotivated customers. Makhamara *et al.* (2016) established that standardization tests not effectively used during the recruitment and selection of employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study findings, its conclusions and recommendations, presented in consideration to the study objectives used to the effect of effect of human resource management practices on employee performance of public hospitals in Kajiado County, Kenya.

5.2 Summary of Findings

5.2.1 Career Development and Employee Performance

The first objective of the study was to establish the effect of career development on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that Career Development and employee performance of public hospitals in Kajiado County is positively and significantly related. Regression results indicated that career development and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. This implies that a unitary increase in career development leads to increase in employee performance of public hospitals in Kajiado County by 0.194 units holding other factors constant.

5.2.2 Compensation and Employee Performance

The second objective of the study was to establish the effect of compensation on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that Compensation and employee performance of public hospitals in Kajiado County is positively and significantly related. Regression results indicated that Compensation and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. This implies that a unitary increase in Compensation leads to increase in employee performance of public hospitals in Kajiado County by 0.220 units holding other factors constant.

5.2.3 Performance appraisals and Employee Performance

The third objective of the study was to determine the effect of performance appraisals on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that performance appraisals and employee performance of public hospitals in Kajiado

County is positively and significantly related. Regression results indicated that Performance appraisals and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. This implies that a unitary increase in performance appraisals leads to increase in employee performance of public hospitals in Kajiado County by 0.121 units holding other factors constant.

5.2.4 Recruitment and Employee Performance

The fourth objective of the study was to find out the effect of recruitment on employee performance of public hospitals in Kajiado County, Kenya. Correlation results indicated that Recruitment and employee performance of public hospitals in Kajiado County is positively and significantly related. Regression results indicated that Recruitment and employee performance in public hospitals in Kajiado County, Kenya is positively and significantly related. This implies that a unitary increase in recruitment leads to increase in employee performance of public hospitals in Kajiado County by 0.263 units holding other factors constant.

5.3 Conclusion

The study sought to analyze the effect of human resource management practices on employee performance in public hospitals at Kajiado County, Kenya. The study concluded that career development has a positive and significant coefficient with employee performance in public hospitals in Kajiado County, Kenya. This positive coefficient for career development implied that an increase in career development will led to a significant increase in employee performance in public hospitals at Kajiado County, Kenya. The study concluded that compensation has a positive and significant coefficient with employee performance in public hospitals in Kajiado County, Kenya. This positive coefficient for compensation implied that an increase in compensation will led to a significant increase in employee performance in public hospitals at Kajiado County, Kenya. The study concluded that Performance appraisals has a positive and significant coefficient with employee performance in public hospitals in Kajiado County, Kenya. This positive coefficient for Performance appraisals implied that an increase in Performance appraisals will led to a significant increase in employee performance in public hospitals at Kajiado County, Kenya. The study concluded that recruitment appraisals has a positive and significant coefficient with employee performance in public hospitals in Kajiado County, Kenya.

This positive coefficient for recruitment implied that an increase in recruitment will led to a significant increase in employee performance in public hospitals at Kajiado County, Kenya.

5.4 Recommendations

Based on the study findings, the following recommendations were made;

The study recommends the management of public hospitals should consider organizing for trainings and seminars for the employees as this will help to increase employee skills, loyalty and competence making them more willing to work harder for the success of the public hospitals. The study also recommends that the management should consider instituting career counseling programs which will assist employees in exploiting their strengths and potential and avoiding mismatches between individual aspirations, capabilities and organizational opportunities. Career counseling will also help on improving organization's effectiveness and assist employees in achieving their individual needs. This study recommends that there should be an awareness campaign of all career development programs within the institution that will help in developing the career path of the employees as this will boost the morale and ultimately the productivity of staff.

Compensation approaches and techniques used in the health sector should be regularly reviewed with the changing times. Remuneration of health workers who have upgraded should be reviewed according to human resources policy. Health staff promotions upon training and development should also be increased. This will not only enhance motivation but it will encourage more staff to pursue higher education thereby enhancing the quality of the staff which will translate to better, efficient service delivery.

Performance appraisal in the public hospitals should not be perceived just as a regular activity but its importance should be recognized and communicated down the line to all the employees. It should bring more clarity to the goal and vision of the organization and provide more empowerment to the employees. Reviewed methods of appraisal should be adopted so that both appraiser and the appraisee take interest in the appraisal process. The employees who have excellent performance should be used as a mentor for other employees who would motivate others to perform better.

The study recommends that management should broaden the external recruitment sources of human capital to promote equality for job seekers and enhance performance of employees by selection of competent health staff. The hospital must ensure that their recruitment policy should be based on getting the best people with the right skills and abilities to match the tasks. This helps in the development of talents to take over future roles within the public hospitals, and also serve as a way of preventing shortages of competent people in the organization.

5.5 Limitations of the Study

The study was confined to the Public hospitals in Kajiado County and the findings may not apply wholesomely to other public hospitals in Kenya in general as some issues which were addressed are specific to the Kajiado County. However, it is believed that the findings will address issues of performance in public hospitals. The study was limited to four variables namely career development, compensation, performance appraisals and recruitment to determine employee performance. The fear on confidentiality was a limitation which was addressed by explaining to the respondents that their identity will be held and responses will only be used for research purposes.

5.6 Areas for Further Research

The results of the regression analysis indicated that human resource development practices explained 61% change in employee performance in Kajiado County. This indicated that there are other factors besides the human resource development practices which future studies can undertake and expound on. In addition the scope can be expanded to other counties which would make the findings more representative.

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APPENDICES

Appendix I: Introduction Letter

KCA UNIVERSITY

SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT

TO WHOM IT MAY CONCERN

Dear sir/Madam

RE: WINFRED TAIKO ADM NO: 16/00372

This is to confirm that the above named is a student in the Master of business administration (Corporate Management) degree program in this university. The student has successfully completed part 1(course work) of her degree studies and will be embarking on part 2 (dissertation). The student is required to submit a research project report in their area of specialization which involve going out in the field to collect data from various organizations.

Any assistance accorded her will be highly appreciated

COORDINATOR

SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT

Appendix II: Questionnaire

This questionnaire is to collect data for purely academic purposes. The study seeks to assess the influence the effect of human resource management practices on employee performance at public hospitals in Kajiado County, Kenya. All information will be treated with strict confidence. Do not indicate your name anywhere on this questionnaire.

Section A: Background of Respondents

1. What is your gender?

- i. Male [] Female []

2. What is your age?

- i. Below 25 years []
- ii. 26-30 years []
- iii. 31-40 years []
- iv. 41-50 years []
- v. Above 50 years []

3. What is your highest level of education?

- i. Diploma []
- ii. Bachelor's []
- iii. Master []
- iv. PhD []

4. How many years have you been in the healthcare career?

- i. Less than 1 year []
- ii. 2- 4 years []
- iii. 5-7 years []
- iv. 8-10 years []
- v. Above 10 years []

Section A: Career Development

The section is concerned with establishing the effect of career development on employee performance in public hospitals at Kajiado County, Kenya. Please express your agreement or disagreement by marking the appropriate box.

Where 1= strongly disagree 2= Disagree 3= Neutral 4= Agree 5= strongly agree

Statement	1	2	3	4	5
Does your hospital have career progression for the employees					
Does your hospital have promotions for the employees					
Does your hospital have talent building for the employees					
Does your hospital have networking for the employees					

Section B: Compensation

The section is concerned with establishing the effect of compensation on employee performance in public hospitals at Kajiado County, Kenya. Please express your agreement or disagreement by marking the appropriate box.

Statement	1	2	3	4	5
Does your hospital have fringe benefits for the employees					
Does your hospital have medical benefits for the employees					
Does your hospital have retirement plans for the employees					
Does your hospital have perks for the employees					

Section C: Performance appraisals

The section is concerned with establishing the effect of Performance appraisals on employee performance in public hospitals at Kajiado County, Kenya. Please express your agreement or disagreement by marking the appropriate box.

Statement	1	2	3	4	5
Is there evaluation of employee skills in your hospital					
Are there achievable performance standards set for the employees					
Are there performance feedback mechanisms for the employees					
Are there recognition schemes set for well performing employees					

Section D: Recruitment

The section is concerned with establishing the effect of Recruitment on employee performance in public hospitals at Kajiado County, Kenya. Please express your agreement or disagreement by marking the appropriate box.

Statement	1	2	3	4	5
Is there a feasible recruitment policy for the hospital					
Is there employee motivation for the employees					
Is there human resource planning for employee recruitment					
Are there mechanism that guide the cost of recruitment for the employees					

Section D: Employee Performance

The section is concerned with establishing employee performance in public hospitals at Kajiado County, Kenya. Please express your agreement or disagreement by marking the appropriate box.

Statement	1	2	3	4	5
Are services offered operated with efficiency					
Are clients satisfied with the quality of services delivered					
Is there employee productivity in the hospital					
Is there timeliness in service delivery to the clients					