



**AN ASSESSMENT ON THE HUMAN RESOURCES MANAGEMENT PRACTICES  
AFFECTING THE PERFORMANCE OF HEALTHCARE STAFF IN KENYA: A CASE  
OF PUBLIC HOSPITALS IN NAIROBI, KENYA**

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### ABSTRACT

The practice of managing people has undergone tremendous changes over the past few years. Previously, the duties of human resources management normally centered on staffing activities such as hiring, keeping and organizing other personnel practices. However, today organizations can no longer afford to look at people as a commodity to be exploited to exhaustion and then discarded. The purpose of this study was to examine the extent to which human resource practices are utilized in public hospitals with a case study on selected hospitals. This study provides a preliminary view of the extent to which human resource practices have been adopted within the health care sector. Descriptive survey design will be adopted in the study. The target population for this study was 8 health projects in Public Hospitals within Nairobi County, from where 168 respondents involved in implementation of health projects were selected. Stratified random sampling was used to select a sample size of 84 respondents. Questionnaire was used to collect data. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS (Version 22) and presented through percentages, means, standard deviations frequencies and in prose-form. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The study can conclude HRM are very important in improving performance in organizations. Human resource management practices such as employee satisfaction, training and skills development programs, internal promotion and incentive pay enhance performance of workers. From the findings, there is a need to increase individual reward packages for employees who demonstrate good performance. Use of intimidating approaches such creation of impression that workers are dispensable do not increase their output. Further research should be carried out on the factors that influence effectiveness of human resource management in hospitals; challenges met by managers when implementing strategic human resource practices and how hospital reengineers their human resource management practices in order to adapt to changes in their work environment.

*Key Words: Human resource management practices, employee satisfaction, performance*

## **INTRODUCTION**

### **Background information**

Health care is one among the huge challenges that the government of Kenya has grappled with over the years. Public health care in particular is limited to the more affluent persons in the country limiting access to those masses in most need of it (Murage, 2014). The Generation for Change and Growth Organization which promotes quality health care says Kenya is an example of a country that has public health disparity. It is said that most diseases prevalent in Africa can be eradicated. However the main issues which must be addressed are establishment, execution and delivery of a comprehensive health care system that encompasses quality, equity and access. In Africa we are yet to eliminate killer diseases and conditions such as tuberculosis, malaria, malnutrition and maternal and infant mortalities. This is attributed to inadequate staff, resources, health institutions and medicine. In many towns across the country access to hospitals remains a big challenge (Armstrong, 2013). Many have to trek for miles to find a well equipped hospital or clinic and if they find one most times there is no medicine. In worse situations there are no doctors and even when they are there they are very few and cannot cope with the heavy workload (Mullius, 2015). There have been reports of people dying in emergency sections and even on the way to hospital not just because they did not have money to travel but because the health Centre's are too far and understaffed (Armstrong, 2013). Many doctors have fled from Kenya to other countries in search of what many refer to as greener pastures while others have found work in public institutions where they are paid highly. Moreover those in government hospitals have found jobs in other hospitals where they work part time while others have opened their own clinics and pay very little attention to the public institutions where they are employed.

Beer (2012) asserts that all organizations exist to achieve a purpose and they must ensure that they have resources required to do so and that they use the resources effectively. An organization has to align human resource function with the overall strategic goals and objectives. Organization culture, people and processes rather than capital or technology can form the base of sustained competitive advantage of a firm (Mullius, 2015). It is important that a firm adopts strategic human resource practices that make best use of its employees. As a result of this, one

key element of organizational capacity, human resources management in humanitarian operations, has been raising up the agenda of both agencies and donors.

People have been reported to hold the key to more productivity and efficiency in organizations. The way in which people are managed at work has major effects on product quality, customer service, and organizational flexibility and costs. Cole (2014) referred to the collective activities undertaken by all those who manage people in the organization as human resource management (HRM). Cole also highlighted the consequences of not caring for employees as unsatisfied customers and stressed unhappy work force, emphasized the need to balance the respective needs of customers and those of employees. Harrison (2012) asserted that when employees are well managed through HRM, they will take care of customer needs.

### **Human Resource Practices**

In an attempt to define HRM, Armstrong (2013) emphasized that it is people working in an organization who individually and collectively contribute to the achievement of its objectives. The human resource (HR) is a living and active input that operates the other factors of production. It is people who create organizations and make them survive and prosper. Hence, their special management cannot be neglected as other components of the organization are likely to suffer. Without people, organizations could not function. Yet people also need the organizations so that they can maintain their living standards, by working in these organizations. Murage (2014) explained that, an educated, healthy and gainfully employed person is more complete as a human being. Hence there is a symbiotic relationship between organizations and Human resources.

The key functions of HRM differ from one organization to the other and from one country to another, but mainly includes the employment process, management of movement of employees in the organizations, employees motivation, reward management, performance management, personnel administration, training and development, exit management and employee welfare (Park, 2014). Over the last 20 years there has been a growing interest in people management practices. In part this reflects the accumulating evidence that workers hold the key to enhanced

organizational performance. Thus many of today's organizations are re-evaluating their human resource management (HR) practices in an attempt to tap on workers' discretionary efforts and improve organizational performance (Park, 2014). In many instances, the growing interest has been accompanied by a change in the nature and title of the personnel function, with former personnel managers now referred to as human resource managers, and workers considered as 'valued employees' deserving respect and dignity from senior managers (Mathias & Jackson, 2012). Where such changes have occurred it is not uncommon to find human resource managers occupying strategic roles within organizations, alerting directors and other senior persons of the implications of change from a human capital perspective (Purcell, 2015).

### **Organization Performance of Health Staff**

"Performance" must be defined in relation to explicit goals reflecting the values of various stakeholders (such as patients, professions, insurers, regulators). In reality, however, very few performance measurement systems focus on health outcomes that are valued by customers (Pinder, 2013). Hospital performance may be defined according to the achievement of specified targets, either clinical or administrative. Ultimately, the goal of health care is better health, but there are many intermediate measures of both process and outcome (Schuler, 2012).

Hospital performance may thus be expected to include elements of community care and public health, as well as social and employment functions (Owiye, 2013). The principal methods of measuring hospital performance in our Kenyan hospitals are regulatory inspection, public satisfaction surveys, third-party assessment, and statistical indicators, most of which have never been tested rigorously. Evidence of their relative effectiveness comes mostly from descriptive studies rather than from controlled trials.

The effectiveness of measurement strategies depends on many variables including their purpose, the national culture, how they are applied and how the results are used. Inspection of hospitals measures minimal requirements for the safety of patients and personnel; it does not foster innovation or information for consumers or providers (Murage, 2014). Hospitals need positive incentives to provide timely, accurate and complete data to external assessment programmes. If such programmes are perceived to have intrinsic value to the organization (for example, in staff

motivation, team building; clinical and professional development or risk management), hospitals have less need for financial or market incentives to participate. Conversely, neither individuals nor hospitals are keen to provide information which might lead to public blame, litigation, and loss of staff, authority and trade (Storey, 2013). Many performance measurement systems assume a common culture of transparency, professionalism and accountability that motivates cooperation.

At the end of this study we will be able to retrieve that performance failures are more often a result of failures in systems and processes rather than of individual competence or knowledge and that performance assessment requires reliable methods of measurement against validated standards (Beer, 2012). The reliability of indicators is determined primarily by the accuracy, completeness and timeliness of patient-based data collected at institutional level. Valid comparisons of performance between institutions demand rigorous standardization of assessment criteria and methods, especially if they are to be used between countries

### **Statement of the Problem**

Strategic human resource management improves firm performance. This approach emphasizes the importance of congruence between human resource activities and organizational objectives. Recent research has focused on the links between human resource management and performance (Gupta, 2013) and much of the growing body of international literature in the field is built upon the premise that human resource management is linked closely to the emergent strategies, especially of large organizations, both public and private organizations. Low quality health care and rise in deaths in Kenya is as a result of inadequate supplies and equipment and lack of personnel to attend to the sick appropriately and fast enough.

According to Murage (2014) surveyed the relationship between the Human Resource Practices and performance of firms quoted in the Nairobi Stock Exchange and found that only 16% of the highly performing organizations such as Kenya Airways, East African Breweries Limited(EABL) etc. Existence of leadership problems, inconsistent application of human resources (HR) policies, complacency and apathy among the work force has been a common phenomenon in many public health hospitals in Kenya (Murage, 2014). The existence of these

anomalies in selected hospitals, the clamour for better pay, and improvement of employee the quality of work life in other state owned organizations prompted the researcher carryout an investigation to find out the extent of utilization of human resources management practices in selected hospitals (Owiye, 2013). This research project sought to find out the extent to which human resource management practices affect performance in the heath sector in Nairobi County Kenya.

### **General Objectives of the Study**

The purpose of the study was to find out the extent to which human resource management practices affect performance in the heath sector in Nairobi County Kenya.

### **Specific Objectives of the Study**

- i. To establish the effect of Internal promotion on healthcare in Kenyan public hospitals
- ii. To investigate the influence of incentive pay on access to healthcare in Kenyan public hospitals.
- iii. To determine how employee satisfaction affect access to healthcare in Kenyan public hospitals
- iv. To identify the influence of training and skill development on access to healthcare in Kenyan public hospitals

### **Significance of the Study**

This study shall be of significance to the following categories: The study will assist the researcher to gain the required knowledge and skills in report writing and at the same time acquire the necessary experience in HRM particularly managing a diverse workforce. The study finding may help the government and other institutions to see the need to train and employ more people in the health sector.

The government is the custodian of all its citizens regardless of whether it has the ability to address their plight. Information gathered through this study will help the government to formulate policies beneficial in the regulation and protection of the health work force especially local employees who work in such organizations. As the researcher will refer to previous studies

conducted by other professionals, so will future researchers benefit from this study, either in advancing in the same research problem or in any related research phenomenon?

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Equity Theory**

Drawing from Adam's Equity theory (Adams & Freedman, 1976), a major input into job performance and satisfaction is the degree of equity or inequity that people perceive in their work situation. In a broader social exchange view, the author argues that the more incentive that an organization provides to an employee, the more that employee reciprocates by becoming more effectively committed to the organization and by performing at higher levels. According to Mondy (2015), equity theory is the motivation theory with which people assesses their performance and attitudes by comparing both their contribution to work and the benefits they derive from it to the contributions and benefits in comparison to others whom they select – and who in reality may or may not be like them. The theory of equitable payment proposes that employees have an intuitive knowledge about their knowledge, skills and capacity to work, and compare them with their compensation to establish fairness (Park, 2014). According to this theory, when people feel fairly treated they are most likely to perform better. When they feel unfairly treated compared to fellow colleagues in a similar position, they are prone to feelings of dissatisfaction and demotivation. In this case an employee evaluates job output and inputs with another similar position.

#### **Efficiency Wage Theory**

According to this theory, Armstrong (2013) is of the opinion that firms will pay more than the market rate because they believe that high levels of pay will contribute to increases in productivity by motivating superior performance, attracting better candidates, reducing labor turnover and persuading workers that they are being treated fairly. The human relations school asserts that, social factors are equally important in motivating workers. Therefore, the need for adequate remuneration system cannot be overstated. A well administered system of wage and

salary payment will not only reduce the incidence of disruptive laxity and low morale, but will also go a long way in achieving the set goals of the organization. Armstrong (2013) observes that, the reward management system is an integral part of the human resource management approach to managing people since it is strategic in the sense that it addresses longer term issues relating to how people should be valued for what they do and what they achieve.

The research study emphasizes on the efficiency wage theory, the agency theory, the expectancy theory and the equity theory (Armstrong, 2013). The employees will only perform effectively if at all the organization takes into consideration their requests and needs. Employees in the organization will improve in their performance upon the increment of the salary, the award of incentives and rewards to the employees.

### **Goal-setting theory**

In the 1960's, Edwin Locke put forward the Goal-setting theory of motivation. This theory states that goal setting is essentially linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance (Locke, 2012). In simple words, goals indicate and give direction to an employee about what needs to be done and how much efforts should be put in. The important features of goal-setting theory are as follows: The willingness to work towards attainment of a goal is the main source of job motivation; clear, particular and difficult goals are greater motivating factors than easy, general and vague goals (Locke, 2012). Specific and clear goals lead to greater output and better performance. Unambiguous, measurable and clear goals accompanied by a deadline for completion avoids misunderstanding. Goals should be realistic and challenging. This gives an individual a feeling of pride and triumph when he attains them, and sets him up for attainment of the next goals. The more challenging the goal, the greater is the reward generally and the more is the passion for achieving. Better and appropriate feedback of results directs employee behaviour and contributes to higher performance. Feedback is a means of gaining reputation, making clarifications and regulating goal difficulties. It helps employees to be more involved thus leading to greater job satisfaction.

“The goal setting theory postulates that when employees are encouraged to participate in goal setting, determination of performance standards and defining performance evaluation methods, their performance is higher” (Hannagan, 2012). In a goal-setting activity, involvement itself becomes a bigger reward than monetary compensation. Participation in goal setting is very important and must be agreed upon coupled with direction and guidance on how to achieve them.

### **Agency theory**

Agency theory was formed in 1973 by Stephen Ross and Barry Mitnick (Mitnick, 1973). Creation of the theory was due to separation of ownership and control which leads to an agency problem whereby management operates the firm aligning with their own interests, not those of the shareholders (Jensen & Meckling, 1976). Agency theory states that, due to separation of ownership and control in modern corporations, there is often a divergence of interests between the principal and the agent (Hoskisson, Hitt, Wan, & Yiu, 1999). Agency theory has been used to understand situations in which an individual delegates responsibility for a task to other persons (Fama, 1980). The person delegating the work is called the principal, and the individual to whom tasks are assigned is referred to as the agent. Agency theory is used to explicate alternative ways of controlling behavior in order to reduce conflicts of interest that inevitably arise when principals delegate responsibility to agents. The theory suggests that agency costs are minimized when the firm is controlled by the owners. When this is the case, conflicts of interest are eliminated, and agency costs are reduced. Agency costs include the costs of monitoring, bonding, and residual loss (Barney and Ouchi, 1986). Monitoring costs are defined as the costs incurred from directly controlling the actions of employees (e.g. creating administrative functions such as an HR department, hiring supervisors, implementing incentive systems, etc.)

### **Empirical Review**

#### **Internal Promotion**

Internal promotion is generally seen as a critical way to retain key members of the workforce. Having recruited, developed and trained the ‘right sort of people’, it is unlikely that managers want to see these workers leave the organization. However, if managers are seeking short-term

results and high profits, internal promotion may be a less appealing option (Torrington, 2014). In instances where individuals are promoted from within they are more likely to have a thorough understanding of operational and other relevant aspects of the organizational environment. Also, promoting from within the organization is likely to perpetuate a 'favorable' organizational culture (Miner, 2013). The core practices may be essential in gaining improved performance in the health sector. The study findings will outline the proposed impact these practices have on individual performance outcomes, namely trust, commitment, satisfaction and labour turnover (Rao, 2015).

### **Incentive Pay**

There are a growing number of managers within the private sector who now reason that if employee performance results in enhanced organizational performance, then employees should share in the benefits received. In other words, they feel that workers should be appropriately and equitably rewarded for their effort (Ghosh, 2015). It has been observed that when employees perceive that the only ones benefiting from their diligent efforts are the management team, shareholders, or other parties, they become discouraged. To avoid this, some managers have introduced reward packages in which employees receive enhanced pay based on individual and/or group performance (Mathias& Jackson, 2012).

The most common reward scheme is one in which performance is related to pay. Such incentive pay schemes can be offered in many ways, but the most effective reward packages tend to be based on multiple performance criteria at the individual and/or organizational levels. In such instances workers receive a percentage bonus in salary based on organizational profitability or efficiency gains (Pfeffer, 2012). Alternatively individual reward packages are awarded when inter alia, individuals increase their productivity, improve the quality of output (whether a product or service), enhance their contribution to the department or section by making suggestions, and/or co-operate with other members of the workforce (Mullius, 2015).

While performance related pay schemes have the potential to enhance worker performance, the evidence to date suggests that implementing and managing these schemes is complex and difficult. A key factor influencing the success of these schemes is worker consultation, which

should be undertaken to ensure that the rewards are desirable and commensurate with the expected level of effort (Pawan, Bhudhwar&Debrah, 2013).

### **Employee Satisfaction**

An adequate definition of employee job satisfaction and satisfaction is vital, for both the theoretical issues and in order for the respondents in the study to clearly understand the difference and so avoid confusion during the interview process (Torrington, 2014). Although employee job satisfaction is a broad and complex concept, organizational scientists have agreed on its basic characteristics summarized as “the set of processes that arouse, direct and maintain human behavior toward attaining a goal”. Satisfaction is defined by various authors including Locke (2012), as the outcome of a employee job satisfaction all process. Locke and Latham (2012) however note that there are a range of theoretical views over what drives/creates employee job satisfaction and leads towards a feeling of satisfaction or a satisfactory outcome for the individual. Locke and Latham (2012) suggests that this confusion results from the fact that many theories are constituent parts of a wider employee job satisfaction all sequence. Maslow’s (1964) original hierarchy, based on five levels of need, has been widely documented, adapted to the business environment and criticized. Of particular relevance to this paper, is the applicability of the original model in an organizational context.

On one side Purcell (2015), note the ability of an individual to progress through the level of needs without any reference to the workplace citing earlier studies in which individuals have progressed through the hierarchy of needs noting subjective or intrinsic factors outside of the working environment. The other major criticism of this approach has been the static interpretation of events which are often dynamic and ever changing (Down, 2012). Individuals by their very diverse nature and differing situations give a priority upon different needs at different times and in different situations. This suggests that they are not, as Maslow interprets, exclusive of each other and are variable over time. Such needs may therefore be completely satisfied upon one occasion and remain unsatisfied on others.

An employee’s job satisfaction is constantly changing, it remains too simplistic to say that performance will directly mirror these fluctuations. Also with the number of both extrinsic and

intrinsic factors that an individual will be constantly exposed to, it would be extremely difficult to isolate a basis for measuring the extent to which their level of employee job satisfaction or satisfaction influences performance. The attribution theory stated by Selden and Brewer (2013), therefore, suggests that performance is determined by a combination of perceived individual sources (such as ability, skill and effort) and external forces (such as organisational rules, policies and management behaviour). Proponents of Expectancy Theory such as Vroom (1970) expand the scope of employee job satisfaction theory, and tends to classify individuals as rational beings who think about what they have to do in order to gain rewards and how much that reward means to them before they perform their jobs (Stoner, 2012). The theory suggests that people are motivated to work when they expect to achieve things that they want from the work place. It is important to note that expectancy theory views employee job satisfaction as just one of several determinants of job performance. Thus expectancy theorists would argue that clarifying people's expectancies and relating it to the workplace will increase job performance and labour productivity

### **Training and Skill Development Programmes**

Personal training and career development programmes have been used by many successful private sector companies as a way of ensuring they have a ready pool of labour within the organization. If undertaken in a coherent and integrated manner, the training programmes can help secure the commitment of workers who are able to visualize their current and future roles in the organization (Mondy, 2015). It is also proposed that when organizations undergo programmes of change, they should up-date the skills and expertise of new and existing workers. Following such training programmes, managers will then need to review current working practices, systems and processes to ensure that newly trained employees are able to utilize their skills effectively. Failing to undertake such a review may result in the anticipated benefits of the training programmes being lost (Pawan, 2013).

Following programmes of change many 'high performing' organizations strive to re-train or re-deploy staff, in order not to lose them. For instance, Robbins (2014) observed that a manufacturing company underwent a significant up-grade of its working systems and introduced

new IT systems. Rather than recruiting candidates from the external labour market, the company focused on developing the skills of the existing workforce (Walker, 2014). This signaled to the workforce that the company was serious about looking after them, and this in turn led to the company receiving positive benefits in terms of increased staff morale, numbers of employee suggestions, better qualified workers and lower absenteeism and labour turnover rates. Therefore, training and skill development programmes appear to have a range of positive effects on organizational performance, especially when integrated with the overall business objectives.

## **RESEARCH METHODOLOGY**

### **Study Design**

The study is a descriptive study that investigated the extent of utilization of HRM practices in public hospitals in Nairobi that influence access to health care. The study used descriptive survey which attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events, through the collection of data and tabulation of the frequencies on research variables or their interaction (Mugenda & Mugenda, 2012). Descriptive research is more rigid and seeks to describe uses of a product, determine the proportion of the population that uses a product, or predict future demand for a product. The choice of the descriptive survey research design is made based on the fact that in the study, the researcher was interested on the state of affairs already existing in the field and no variable was manipulated (Srivastava, 2014).

### **The Study Population**

According to Kothari (2008), study population is defined as the sum total of elements about which inferences are to be made. Thus the group made up of all possible observations of a characteristic of interest is the population, while a collection of observations presenting only a portion of that population is a sample (Mugenda & Mugenda, 2012). The study targeted respondents in charge of health projects in public hospitals in Nairobi. County from different categories in the following order; 56 Project Steering Committee (PSC) Members, 56 Project Coordinators and 56 Heads of Departments in charge of health projects, thus total respondents of the study were 168 respondents involved in oversight of health projects in public hospitals in Nairobi County.

### **Sample Size and Sampling Procedure**

The study used purposive sampling technique to select health projects in public hospitals in Nairobi County. Purposive sampling was used in this study since it enabled the researcher to get specific information related to human resource management practises in health projects from specific public hospitals. Cooper and Schindler (2014) pointed that purposive sampling technique has a great advantage since it enables the researcher to reach the targeted sample size quickly. It is easy to get a sample of subjects with specific characteristics. Additionally, researchers are able to draw on a wide range of qualitative research designs. The health facilities were selected because of their endeavor to sustain and improve maternity health services, outpatient and pharmaceutical components in provision of health care services. From the target respondents, a sample of 50% was selected from within each group in proportions that each group bears to the study population. Furthermore, owing to the big number of target population and given the time and resource constraints, sampling of at least 30 elements is recommended by Mugenda and Mugenda (2012). This generates a sample of 84 respondents which the study sought information from. This made it easier to get adequate and accurate information necessary for the research.

According to Cooper and Schindler (2014) a sampling frame is a list of all population units from which the sample of a study is drawn. Stratified random sampling technique was used to select the respondents. According to Kothari, (2008) the technique produces estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population.

The study divided the target respondents into three strata i.e. project coordinators, project steering committee and heads of departments. This in turn increased the precision of the estimation method used. Cooper & Schindler (2014) argue that if well chosen, samples of about 10% of a population can often give good reliability. Stratified random sampling technique was used since population of interest is not homogeneous and could be subdivided into groups or strata to obtain a representative sample. The study selected a section and particularly the staffs that Sample included Project Steering Committee (PSC) Members, Project Coordinators and Heads of Departments in finance, procurement, audit, monitoring and evaluation of health

projects in public hospitals in Nairobi County since they are the ones conversant with the determinants of sustainability of human resource practises in health projects in public hospitals in Nairobi County.

### **Data Collection Procedures/Instruments**

Primary data was obtained directly from respondents and secondary data was sourced from the organization's records such as: Human resources policies and procedures, organization's communications such as: notes, e-mails, reports of committees, magazines and journals. The researcher gathered both primary and secondary data (Cooper& Schindler, 2014). Primary data was collected by use of structured questionnaires of sampled hospital staffs, whilst secondary information was gathered through review of the existing literature on human resource practices in organizations (Mugenda& Mugenda, 2012). The researcher emailed the questionnaires which was answered and posted back for review by the respondents. The use of the questionnaire was deemed appropriate as it permits anonymity and results in more honest responses. This did not require the use of research assistants.

Questionnaires were forwarded to the respondents with a covering letter explaining the purpose of the study. The questionnaires were sent through e-mails with a special request to return completed document at the earliest opportunity. The study made use of available information from the hospitals under study. By analyzing this information, the researcher identified challenges and issues relating to HRM in the study subject. Use of this information provided additional evidence to support the needs identified by other methods. It was also a good source of background information and understanding that otherwise would generally not be available. Several methods and techniques were used so as to ensure reduction of bias. The key findings obtained thus give a more comprehensive understanding of the topic under study.

### **Data Analysis**

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data was analyzed by use of descriptive statistics using SPSS (Version 22) and presented through percentages, means, standard deviations, and frequencies. The

information was displayed by use of frequency tables and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS (Version 22) to communicate research findings.

Content analysis was used to analyze data that is qualitative in nature or aspect of the data collected from the open ended questions. In addition, the study conducted a multiple regression analysis (Cooper& Schindler, 2014). Multiple regression analysis was used to establish the relations between the independent and dependent variables. Multiple regression was used because it uses two or more independent variables to predict a dependent variable. For part of the questionnaire that tested perceptions of the respondents, the Likert summated rating scale was used (Mugenda and Mugenda, 2012). Responses will were rated on weighted values ranging from 1 to 5, e.g. 1 represented the most disagreed and 5 represented most agreed suggestion. The comparison were made based on the percentages, means, degrees and weighted values on the Likert Scale. Interpretations, inferences and conclusion were finally made based on the analyzed data.

## **RESULTS AND FINDINGS**

### **Questionnaire Return Rate**

The study sampled 84 respondents from the target population of 168 with regard to determinants of human resource management practices on healthcare where the focus was public hospitals in Nairobi County, Kenya.

### **Effect of Human Resource Management Practices on Healthcare in Kenyan Public Hospitals**

The study sought to establish the extent to which employee performance was influenced by human resource management practices on healthcare. The response was rated on a likert scale of 1 to 5 where 1 represented strongly disagree, 2= disagree, 3 neutral, 4= Agree and 5= strongly agree. The findings in the below show that majority of the respondents agree that the organization upholds performance measure which include financial performance (M=4.1047,

SD=0.50373), customer satisfaction (M=4.0996, SD=0.60704), innovation and change (M=4.0969, SD=0.72685) and Operating efficiency (M=4.08937, SD=0.57885).

<b>Human Resource Management Practices</b>	<b>Mean</b>	<b>Standard Deviation</b>
Financial Performance	4.1047	0.50373
Customer Satisfaction	4.0996	0.60704
Innovation and Change	4.0969	0.72685
Operating Efficiency	4.08937	0.57885

### **Influence of Incentive Pay on Access to Healthcare in Kenyan Public Hospitals**

The study sought to determine influence of incentive pay on access to healthcare in Kenyan public hospitals. The findings presented in table below shows that majority of the respondents (53.5%) indicated that incentive pay enhances performance to a great extent, (41.6%) were neutral, while a few respondents (6.3%) of the respondents who indicated that incentive pay enhances performance to a low extent.

<b>Response</b>	<b>Incentive pay on access to Healthcare</b>	
	<b>Frequency</b>	<b>Percentage</b>
<b>Great Extent</b>	45	53.5
<b>Neutral</b>	35	41.6
<b>Low extent</b>	4	0.57
<b>Total</b>	<b>84</b>	<b>100</b>

**Employee Satisfaction Affects Access to Healthcare in Kenyan Public Hospitals**

The study also aimed at investigating whether employee satisfaction influences performance of health care staff. On whether employee satisfaction influences performance, the research found out that majority of the respondents (93.7%) indicated that employee satisfaction influence performance. Only 6.3% of the respondents indicated that employee satisfaction does not influence performance. The study further revealed that the respondents also agreed that employee satisfaction leads to employees retention (M=4.3053 SD=0.46296), employee satisfaction positively influences the behavior of individual employee and/or work groups leading to better performance (M=4.2632 SD=0.44268) and employee satisfaction cultivates proper organizational culture (M=4.1474 SD=0.46054).

<b>Employee satisfaction influences performance of health care staff.</b>	<b>Mean</b>	<b>Standard Deviation</b>
Employees Retention	4.3053	0.46296
Behavior of Individual Employee and/or Work Groups Leading to Better Performance	4.2632	0.44268
Cultivates Proper Organizational Culture	4.1474	0.46054

**Training and Skill Development Programmes**

The study sought to establish whether training development programmes enhanced performance of health care staff. According to the findings, majority of the respondents (90.5%) indicated that training and skill development programmes enhanced performance. Only 9.5% of the respondents indicated that Training and skill development programmes did not enhance performance. Majority of the respondents (74.7%) strongly agreed that skill development programmes enhanced

performance of health care staff to a great extent. In addition 23.2% said that skill development programmes enhanced performance agreed while 2.1% were neutral that it affected performance.

Performance Indicators	Responses	Frequency	Percent (%)
<b>Training and skills Development programmes</b>	Strongly disagree	8	<b>9.5</b>
	Disagree	<b>0</b>	<b>0</b>
	Neutral	<b>0</b>	<b>0</b>
	Agree	<b>0</b>	<b>0</b>
	Strongly agree	<b>76</b>	<b>90.5</b>
	Total	<b>84</b>	<b>100</b>
	Responses	Frequency	Percent (%)
<b>Training Development programmes</b>	Strongly disagree	0	0
	Disagree	<b>0</b>	<b>0</b>
	Neutral	<b>2</b>	<b>2.1</b>
	Agree	<b>19</b>	<b>23.2</b>
	Strongly Agree	<b>63</b>	<b>74.7</b>
	Total	<b>84</b>	<b>100</b>

### Regression Analysis

In this study, a multiple regression analysis was conducted to test relationship among variables i.e. dependent and independent variables. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Performance in the health sector in Kenya) that is explained by all the four independent variables (human resource management practices, incentive pay, employee satisfaction and training and skill development).

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	df1	df2	Sig. F Change
1	.839	.704	.696	2.03472	.704	87.391	479	.000

**ANOVA**

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Model						
1	Regression	1809.028	4	361.806	3.231	.000
	Residual	761.775	79	4.140		
	Total	2570.803	83			

a. Dependent Variable: Performance

b. Predictors: (Constant), internal promotion, incentive pay, employee satisfaction and training and skill development. The linear regression analysis shows a relationship between the dependent variable which is Performance of employees and independent variables which are Human resource management practices, incentive pay, employee satisfaction and training and skill development. The coefficient of determination ( $r^2$ ) and correlation coefficient ( $r$ ) shows the degree of association between Variables and performance in public hospitals in Nairobi County. The results of the linear regression indicate that  $R^2 = .704$  and  $R = .839$  this is an indication that there is a strong relationship between the independent variables and performance. The significance value is 0.00 which is less than 0.05 thus the model is statistically significant in predicting how Human resource management practices, incentive pay, employee satisfaction and training and skill development influences performance of public hospitals in Nairobi. The F critical at 5% level of significance was 0.00. Since F calculated is greater than the F critical (value = 7.391), this shows that the overall model was significant.

**Regression Coefficients**

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta		
1	(Constant)	-.660	.211		-3.133	.002
	Incentive pay	.040	.089	.045	.451	.653
	Internal promotion	.417	.102	.436	4.104	.000
	Employee satisfaction	.316	.106	.218	2.968	.004
	Training and skills development programmes	.384	.100	.308	3.832	.000

a. Predictors: (Constant), incentive pay, internal promotion, employee satisfaction and training and skill development

b. Dependent Variable: Performance

$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \dots + e$ . The regression results are as follows  $Y =$  Performance of HRM,  $b_1$  is the incentive pay coefficient = 0.040,  $b_2$  is the internal promotion coefficient = 0.417,  $b_3$  is employee satisfaction coefficient = 0.316 and  $b_4$  is the training and skill development programmes coefficient = 0.384.

The above regression results, the original regression model changes to

$Y = -0.66 + 0.40X_1 + 0.417X_2 + 0.316X_3 + 0.384X_4$ . This indicates that when the pay increases the performance of the staff increases. The effect of promotion also increases the performance of the staff with 0.417 units. The satisfaction of the employees and provision of training and skill development programmes also increases the performance of the staff with 0.316 and 0.384 percent respectively.

**Coefficient Correlations**

**Coefficient Correlations**

Correlations	Training and skill development programmes	Incentive pay	Employee satisfaction	Internal promotion
Training and skill development programmes	1.000	-.363	-.639	.051
Incentive pay	-.363	1.000	.267	-.806
Employee satisfaction	-.639	.267	1.000	-.394
Internal promotion	.051	-.806	-.394	1.000

a. Dependent Variable: Performance

b. Predictors: (Constant), Human resource management practices, incentive pay, employee satisfaction and training and skill development

The correlation analysis shows that the increase in pay was not correlated to the provision of the training and skill development programmes as shown with -0.363. Employee satisfaction and provision of training and other skill development programmes were negatively correlated as shown with - 0.639. The increase in pay and internal promotion were negatively correlated as shown with -0.806. The findings indicate negative correlation between satisfaction of employees and promotion of the employees (-0.394). However, the findings indicate that provision of training and other skill development programmes and internal promotion are positively correlated (0.051). The study also found that when the incentive pay increases the employees are satisfied (0.267)

### **CONCLUSIONS**

The findings on the respondents' profile indicate that majority of the respondents were females (57.6%) and males accounted for 42.3% of the respondents. This could be due to the fact that most of the Hospitals have more female nurses than male nurses in Kenya. The findings show that the majority of the respondents were below 35 years and had a work experience of between 4 to 7 years. This indicates that they had worked in the hospitals long enough to provide reliable information required for the study. The findings further show that most of the employees in the Hospitals are support staff. Regarding the extent to which employee performance measures used in the organization, majority of the respondents agree that evaluation of employee's performance in the organization is carried out fairly ( $M= 3.9679$ ,  $SD= 0.81905$ ), employees' personal milestones are recognized in the organization ( $M= 4.1589$ ,  $SD= 0.44621$ ). Majority of the respondents also agreed that they were planning to pursue professional advancement ( $M= 4.1967$ ,  $SD= 0.58421$ ) and that their personal objectives matched with those of the organization ( $M= 4.0085$ ,  $SD= 0.79053$ ). The findings show that majority of the respondents agreed that when employees benefit from incentive pay they enhance their output ( $M= 4.4632$ ). Workers should be appropriately and equitably rewarded for their effort ( $M= 4.4947$ ), percentage bonuses in employees' salaries based on organizational profitability or efficiency gains enhances employee performance ( $M=3.9579$ ). Majority of the respondents agreed that internal promotion enhances retention of highly qualified staff thus increasing organizational productivity ( $M=4.2421$ ), workers who have been promoted have self-confidence that enhances performance ( $M=4.1579$ ), proper procedures on internal promotion ensures increased employees' performance ( $M=4.0526$ ), promoting from within the organization is likely to perpetuate a favorable organizational culture ( $M=4.0421$ ), internal promotion results in a thorough understanding of organizational operations and work environment which increases performance ( $M=3.8842$ ). The findings revealed that majority of the respondents agreed that organizations function better when employees ( $M=4.3158$ ), employee satisfaction leads to employee retention ( $M=4.3053$ ), employee satisfaction positively influences the behavior of individual employee and/or work groups leading to better performance ( $M=4.26320$ ) and employee satisfaction cultivates proper organizational culture ( $M=4.2632$ ). Most of the respondents agreed that training imparts up-to-date information which enhances employee knowledge and skills for better performance

(M=4.1895 0), training programmes can help secure the commitment of workers leading to better performance (M=4.1579), training helps managers review current working practices, systems and processes to ensure that employees perform to expectations (M=4.0315), training ensures a ready pool of highly qualified labour within the organization which results in sustainable performance (M=4.0105) and training ensures development and retention of highly qualified and productive employees as shown by a mean of (M=3.9789 ).The findings reveals that majority of the respondents generally agree that human resource management practices such as employee satisfaction training and skill development programmes, internal promotion and incentive pay enhance performance (M= 4.0947, 4.0737, 3.8316 and 3.7368 respectively)

The regression results show that when the pay increases the performance of the staff increases. The effect of promotion also increases the performance of the staff with 0.417 units. The satisfaction of the employees and provision of training and skill development programmes also increases the performance of the staff with 0.316 and 0.384 percent respectively. The correlation analysis produced shows that the increase in pay was not correlated to the provision of the training and skill development programmes as shown with -0.363. Employee satisfaction and provision of training and other skill development programmes were negatively correlated as shown with - 0.639. The increase in pay and internal promotion were negatively correlated as shown with -0.806. The findings indicate negative correlation between satisfaction of employees and promotion of the employees (-0.394). However, the findings indicate that provision of training and other skill development programmes and internal promotion are positively correlated (0.051). The study also found that when the incentive pay increases the employee are satisfied (0.267). There is a need to increase individual reward packages for employees who demonstrate good performance. Use of intimidating approaches such as the impression that workers are dispensable does not increase their output.

### **RECOMMENDATIONS**

The study recommends that hospital management should increase individual reward packages for employees who demonstrate good performance. The study also recommends that managers should avoid the use of intimidating approaches with a view of increasing workers output. The

study recommends that employee satisfaction management practices should be prioritized if the organizations aim at increasing its general performance.

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