



Effect of Human Resource Management Practices on Employee Performance of Public Hospitals in Kajiado County, Kenya

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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 are 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 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 conducted in Kajiado County where the performance of public hospitals had been rated poor since devolving of healthcare services to the county governments. 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 findings indicated 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. 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.

Keywords: *Career development, compensation, performance appraisals, recruitment & employee performance*

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1.1 Introduction

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).

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

The performance of public hospitals in Kajiado County had been rated poor since devolving of healthcare services to the county governments. In the year 2018, Kajiado County was ranked bottom 5 out of the 47 counties in overall performance. This also include Kajiado County Department of Health (KDSP Report, 2018). In addition, Kajiado County with a large area of 21,292.7 km² and a population of 1,117,840 has a doctor population ratio is 1:26,094, Public Health Staff is 1: 7,619, and the nurse population ratio is 1: 1,068 (Kajiado County Report, 2019). Kajiado County further recorded the highest rise in number of patients seeking medical services in government public hospitals in the country. The statistics therefore implies that the extent of work by the healthcare workers is intensive leading to frequent high employee turnover and low productivity.

According to World Bank survey report (2015) majority of public public hospitals in Kenya has 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 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). By conducting this study, we was able to demonstrate how the human resource management practices are depicted in the healthcare sector in Kajiado County and evaluate them with performance.

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

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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 Research 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.

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.

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 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. 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.

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.

2.1.2 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). The Expectancy Theory is relevance 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 fringe benefits, medical benefits, retirement plans and perks.

2.1.3 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 type 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. Psycho therapist 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 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.

2.1.4 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).

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.

2.2 Empirical Review

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.

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 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.

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.

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.

2.3 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 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.

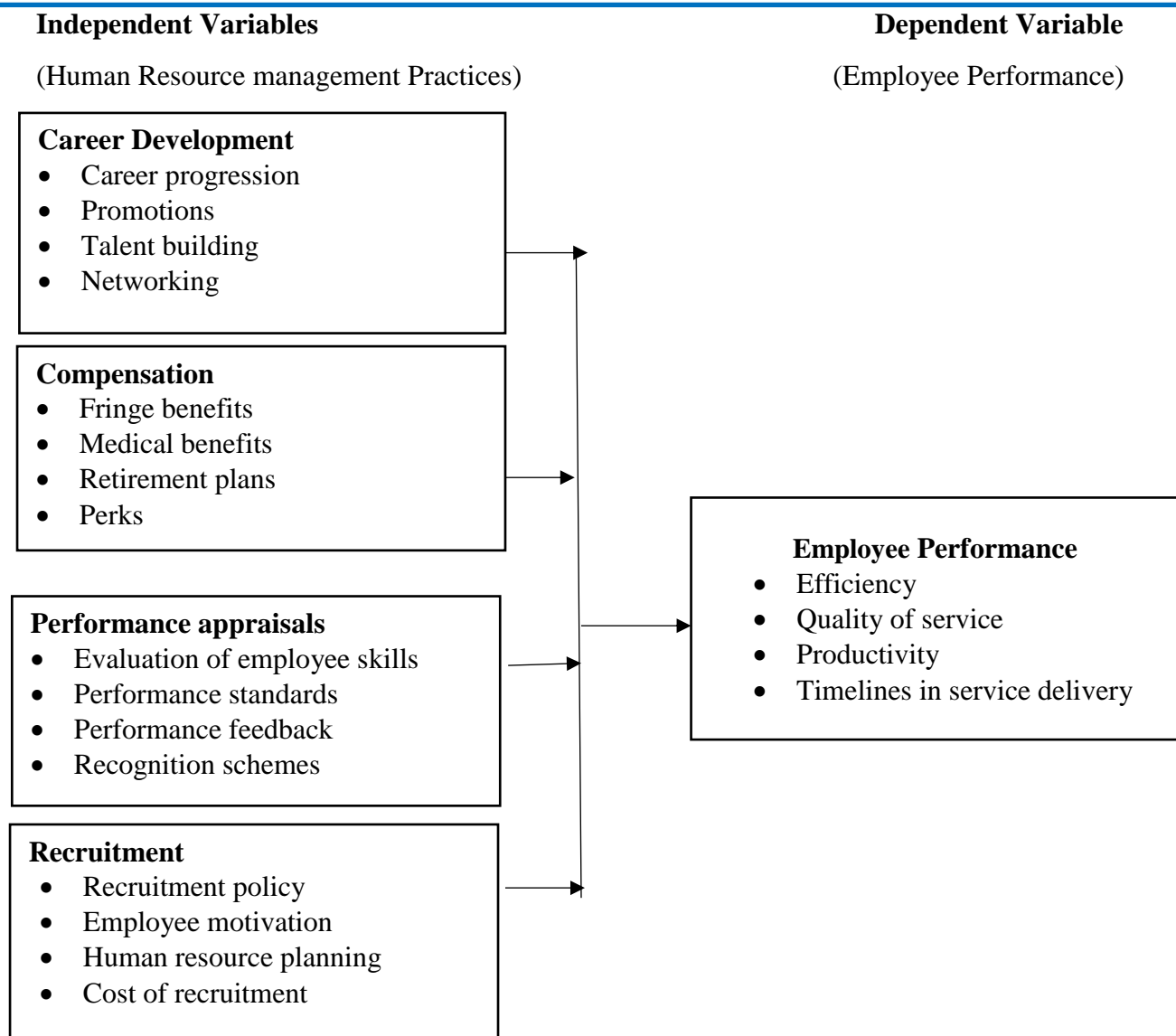


Figure 1: Conceptual Framework

3.1 Research Methodology

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. 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. 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. Primary data was collected by means of a

structured questionnaire. Data was analyzed using descriptive and inferential statistics. Quantitative data collected using a questionnaire was analyzed by the use of descriptive statistics using 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. The pre-estimation tests conducted on Multicollinearity Test, Test for Heteroscedasticity, and Normality Test indicated that the underlying assumptions were fit for regression analysis.

4.1 Results and Findings

The study administered 328 questionnaires and 256 were filled and returned. A response rate of 78% was achieved which was adequate for study.

4.2 Correlation Analysis

Correlation analysis was conducted to establish the relationship between the independent and dependent variables. The correlation matrix is presented in Table 1.

Table 1: Correlation Matrix

	Employee Performance	Career Development	Compensation	Performance appraisals	Recruitment
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

The results in Table 1 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.

4.3 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 regression results are presented in Table 2.

Table 2: Model Fitness

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

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 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.

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

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 would 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 ($\beta =0.263$, $p=0.000$).

4.4 Discussion of Findings

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 ($\beta=0.194$, $p=0.003$). 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 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.

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 ($\beta= 0.220$, $p=0.001$). 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. 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 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 ($\beta = 0.121$, $p = 0.047$). 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

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 ($\beta = 0.263$, $p = 0.000$). 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.

5.1 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.

6.1 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

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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 serve as a way of preventing shortages of competent people in the organization.

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