

## **EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN PUBLIC HOSPITALS IN KENYA: A CASE OF NAIROBI COUNTY**

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**Abstract:** *Organizations develop human resource management practices that genuinely reflect their beliefs and principles and the relationship between management and employees, or they may merely devise practices that deal with current problems or requirements. The concept of human resource management practices has been a problem in public hospitals in Kenya. Over the last one decade here has been an outcry of underperformance in public hospitals in Kenya which has posed a serious problems not only to her citizen but also to the economy of the country at large. This recurring problem has called for reach be conducted on the effects of human resource management practices on employees performance in public hospitals in Kenya. The specific objectives of the study was to determine how human resource planning and recruitment process affect employee performance in enhancing service delivery in the hospital. This study adopted the expectancy theory of motivation, and human capital theory to explain and justify the study variables. The study used descriptive research design with a case study method in attempting to describe and explain the mentioned objectives of the study. The population of interest was 6 public hospitals within Nairobi County. Data was analyzed using, means standard deviations and regression analysis with the aid of Statistical Package for Social Sciences (SPSS) IBM 2015 version. In addition linear regression model was used to assist in the determination of the relative importance of each of the two objectives on employee's performance. The study variables were found to have a positive effect on employee performance according to, mean test, correlation analysis and regression analysis. This meant that increase in human resource planning and recruitment process influences employees performance. Future research should be directed towards identifying more management factors that affect employee performance. Variables that would be relevant would include, organizational changes, technological changes, and organizational structure among other factors. This paper also recommends further research to include studies in other organizations apart from the hospitals.*

**Keywords:** *Human resource planning, recruitment and selection and employees performance*

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### **1.0 INTRODUCTION**

#### **1.1 Background of the Study**

As the world is becoming more competitive and unstable than before, organizations are seeking to gain competitive advantage at all cost and are turning to more innovate sources through human resource management practices (Sparrow & Jackson, 2005). The effective management of human resources requires the organizations to develop sound Human Resource Management (HRM) systems or best practices. These systems play a distinctive role in the management of employees' which in turn will achieve competitive

advantage elaborating on how HRM practices leads to positive and effective organization performance by deploying well qualified personnel using a range of methods. HRM system could assist organizations enhance their organizational conduct in a number of key areas; staff commitment, competency as well as employee flexibility, which proves to bring out improved employee performance (Barley & Kunda, 2013). In addition, strategic planning for human resources plays a key role in innovation practices and helps firms achieve their long-term objectives (Harvey, Matt & Milord, 2002).

Human resource management (HRM) practices have been defined in several aspects. Schuler and Jackson (2002) define HRM practices as a system that attracts, develops, motivate, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 2004). HRM practices also refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. Nzuve (2007) observes that when good HRM practices are employed in an organization, they enhance employee productivity, thus the achievement of organizational goals. Human resource management contributes to value creation by increasing intellectual capital within the firm (Ulrich *et al.*, 2012). Unlike in the past, contemporary Human Resource Management is more business focused than administering workforce welfare. Its core functions such as employee selection, compensation and development are streamlined to support organizational strategy by providing a pool of knowledge workers.

There are a number of HRM practices that could be tested in connection with employee performance. Teseema & Soeters (2006) have studied eight HRM practices and their relationship with perceived employee performance. These eight practices include recruitment and selection, placement, training, compensation, employee evaluation, promotion, grievance procedure and pension or social security.

Organizations develop HRM practices that genuinely reflect their beliefs and principles and the relationship between management and employees, or they may merely devise practices that deal with current problems or requirements (Dessler, 2002). These practices include recruitment and selection, training and development, performance management, remuneration systems, occupational health and safety, industrial relations, human resource information system and human resource planning (Delery & Doty 2004; Jackson & Schuler 2001; Oakland & Oakland 2001; Armstrong, 2006).

Whitener (2001) indicates that employees in Canada interpret organizational actions such as human resource practices as indicative of the personified organization's commitment to them. They reciprocate their perceptions accordingly in their own commitment to the organization. The study revealed that employees' commitment to the organization derives from their perceptions of the employer's commitment to and support of them. In this regard, a useful framework in which to visualize commitment behavior is to view them as components of fair exchange between a company and its employees.

Guest (2002) has argued that the Impact of HRM on performance in South Africa depends upon worker's response to HRM practices, so the impact will move in direction of the perception of HRM practices by the employee. In Tanzania, devolution especially that of the human resource was positively associated with quality of health care. The recruitment and selection procedures for junior staff fell under districts while the senior management were handled centrally (Rahman, 2013).

Locally, health in Kenya was ranked as one of the major basic needs wherefore the government of Kenya had tried to meet its demand for many decades. As one of the pillars of vision 2030 in Kenya, as well as the new

constitution, high priority was placed to the provision of health services. Kenya's MOH was committed to addressing the numerous challenges in the health sector. This included decentralization efforts that are charged with strengthening of activities at the county hospitals. Through the health sector strategic plans, the MOH had committed itself to decentralization by giving authority for decision making, resource allocation, and management of healthcare to the county hospitals.

The mission of the government of Kenya was to improve both preventive and curative health services and to enable Kenyans engage in productive nation building activities. This could not be achieved without the human resource.

Khalumba, (2012), states that the effective management of human resources is valued not only for its role in implementing of given competitive scenario, but also for its higher productivity in Kenyan organizations. In such circumstances, effective human resource management practices have the potential to create organizations that are more intelligent and flexible than their competitors through the use of policies and practices that focus on hiring, developing talented staff and synergizing their contribution within the resource bundle of the organization

## **1.2 Statement of the Problem**

In order to enhance performance organizations have to obtain and utilize human resources effectively. Organizations therefore need to design their human resources in ways that fit into the organization's structure as this it will make the organizations achieve their goals and objectives Bulla, (2016). Over the decades concerns have been raised about the poor quality of rendered services in public institution in Kenya (Akacho, 2014). Among the key issues and challenges facing public institutions in Kenya, include: poor governance leading to embezzlement of funds; a large number of officially authorized and institutional frameworks that produce numerous reporting and answerability lines weak institutional and human resource ability to draw and maintain the skillfulness that is required to propel performance also included is an insufficient structure on performance management (Kiiru, 2015).

World Bank survey report (2015) clearly indicated that majority there has been laxity in attendance, and poor patient relations in the public hospital in Kenya. Current experience in these facilities revealed a slow pace of service delivery, arrogance and discrimination in Public Hospitals which was not witnessed in other categories of the hospitals. A delay in offering services, frequent disputes between management and staff in relation to delayed payment of dues, inadequate working equipment and poor work environment formed part of disruptions of service delivery (Omondi, 2016). Over the last five years of devolution employees in public hospitals in Kenya have experience lot of challenges including frequent strike and employee turnover. This has called the management in the hospital in conjunction with the county government to review the human resource management practices as a strategy to cub the existing problem.

Various studies have been conducted on Human resource management practices. However the research has focused on the effect of HRMP on performance of the whole organization. Wan (2002) in a study on Strategic Human Resource Management and Organizational Performance. Dimba and K'Óbonyo (2009) in their study wanted to establish whether the effect of human resource management practices on organizational performance is direct or indirect, whether employee cultural orientations moderated the relationship between strategic human resource practices or whether the moderation was through employee motivation. Kepha (2014) conducted a study on the influence of human resource management practices on the performance of employees in research institutes in Kenya. Mbugua (2014) conducted a descriptive survey research design on employee's perception of the influence of human resource management practices on performance of KENGEN. Kazira

(2014) also did a descriptive research to analyse the relationship between human resource management practice and employee commitment in the retail banking at Standard Chartered Bank (Kenya). The existing studies have failed to focus on HRMP influence performance of employees in the public institutions. Therefore this study aim and bridging the existing gap by focusing on the effect of human resource management practices on employees performance in public hospitals in Kenya, with a case study of Nairobi County

### **1.3 General Objectives**

The general objective of the study will be to find out the effect of human resource management practices on employee's performance in public hospitals in Kenya, with a case study of Nairobi County

#### **1.3.1 Specific Objectives**

1. To establish the effects of Human resource planning on employee's performance in public hospitals in Kenya.
2. To find out the effects of recruitment and selection on employee's performance in public hospitals in Kenya.

#### **1.4 Research Questions**

1. What is the effect of HR planning on employee's performance in public hospitals in Kenya?
2. What is the effect of recruitment and selection on employee's performance in public hospitals in Kenya?

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical Framework**

#### **2.1.1 Expectancy Theory of Motivation**

Expectancy theory as proposed by Vroom (1964) has been extended by Lawler and Porter (1967: 1983) to state that satisfaction is as a result of good performance. In simple terms, the scholars are suggesting that the relationship between people's behavior at work and their goals was not simplistic as described by most social scientists. It also means that the theory can explain very many diverse human motivational actions. However, the assumption that an available reward can increase an employee satisfaction is not always true citing an example of a promotion with a salary that also means increased working hours might in fact lead to dissatisfaction as opposed to satisfaction. Expectancy theory in summarized form would therefore imply that motivation is at the back of every good performance since people will expect good returns every they themselves put in good effort (Vroom, 1964; Time *et al.*, 2013).

#### **2.1.2 Human Capital Theory**

The theory was advanced by Becker (1964) and considers human resources as a significant factor of sustained competitive advantage for a company. The theory is also concerned with how people in an organization contribute their knowledge and abilities to enhancing organizational capability and the significance of that contribution. This implies that when their capabilities and skills are available to an organization in the form of the skills and competencies of its individual employees and superior to those of its competitors, the firms gains and competitive advantage over its competitors.

The crux of this theory is that people are of value to the organization because they make it productive. In essence, the organization has invested in people just as they had invested in machinery, viewing them as an additional type of capital.

Scarborough and Elias (2002) state that the concept of human capital is most usefully viewed as a bridging concept that is defines the link between human resource practices and business performance. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. Davenport (1999) observe that people possess innate abilities, behaviours and personal time. Schultz (1981) believes that human capital theory helps to determine the impact of people on the business and their contribution to shareholder value. It demonstrates that human resource practices produce value for money in terms of for example return on investment. It also provides guidance on future human resource and business strategies that will inform strategies and practices designed to improve the effectiveness of people management in the organization.

## 2.2 Conceptual framework

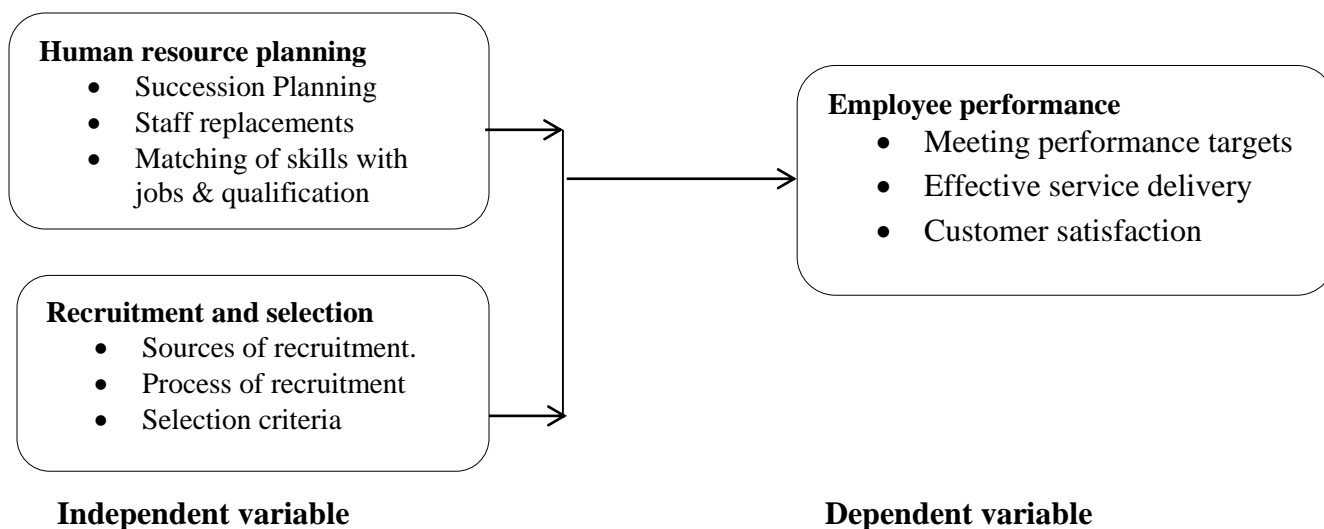


Figure 1 Conceptual framework

## 3.0 RESEARCH METHODOLOGY

A descriptive research design with survey method was applied in this research in attempting to describe and explain the effect of human resource management practices on employee’s performance in public hospitals in Kenya, by using both primary and existing secondary data to fully describe the phenomenon. The survey adopted qualitative and quantitative measures in order to answer the research question and thus arrive at the goal of the research.

The population of interest for the study consist of all the 4293 employees with a sampling frame of public hospitals in Nairobi County which included; Kenyatta National Hospital, Mbagathi district hospital, Mama Lucy Kibaki hospital, Pumwani maternity hospital, Mathari national & teaching hospital and national spinal injury referral hospital. This population was composed of doctors, nurses and the technical supporting staff.

Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes. This technique is generally used in quantitative studies and random selection of sample enables you to confidently generalize results from all size of sample.

The formula is as shown below;

$$n = \frac{N}{1 + N(e)^2} = \frac{4293}{1 + 4293(0.05)^2} = 366$$

where;

n= is simple size

N= is the population size

e= is the level of precision

emphasis was given to primary data which was gathered by used of structured interviews and questionnaires. The respondents in each of the hospital involves the human resource manager. The HR Managers are responsible for human resource practices and have access to resourceful information. Employees were also involved adding more value to the data. According to Kothari (2004) researcher must scrutinize the secondary data because it may be unsuitable for the area under study, or may be inadequate for the context to which the researcher is undertaking during the study.

Three hundred and sixty six (366) questionnaires were self-administered to the respondents through drop and pick by the researcher. The purpose of self-administering questionnaires to respondents is to establish rapport with the respondents while introducing the research, providing clarifications sought by the respondents on the spot and collecting the questionnaire immediately after they are completed.

Prior to the main data collection, pilot study was conducted. The purpose of the pilot testing is to establish the validity and reliability of the research instrument (Joppe, 2000). Pilot testing gives the researcher an opportunity to make revisions to instruments and data collection procedures to ensure that appropriate questions are being asked, the right data was collected and the data collected methods works (Myers, Jerome, Arnold and well, 2003).

The data was analysed using descriptive statistics. Data was presented by use of cross tabulation tables, percentages and frequencies to display a visual presentation of the data, for ease of understanding and analysis. The analysis was done with the aid of the statistical package for social sciences (SPSS) software. The study also used the multiple regression analysis to establish the relationship between the dependent and the independent variables. The regression model is as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where:

Y = employees performance

$\beta_0$  = Constant Term

$\beta_1$  = Beta coefficients

$X_1$  = HR Planning

$X_2$  = Recruitment & Selection

$\varepsilon$  = Error Term

## 4.0 RESULTS AND DISCUSSION

### 4.1 Response Rate

**Table 4.1 Response rate**

Gender	Frequency	Percent
Responded	193	53
No response	173	47
Total	366	100.0

Table 4.1 indicates that out of the 366 questionnaires administered, only 193 were returned. The overall response rate was thus found to be 53% which was very high. The 47% of the respondents did not respond. The interpretation was that the high response rate was essential to obtain sufficient observations for further analysis.

### 4.2 Descriptive statistics

#### 4.2.1 Human resource planning

**Table 4.2: Human resource planning**

Opinion Statement	Mean	Std. Deviation
Staff replacements in the hospital are done immediately an employee leaves the organization.	3.79	1.015
The hospital determines in advance the positions that are to be vacant.	3.93	0.971
The hospital has the required qualified personnel for the job	3.95	1.080
There is clear job description & duty allocations in the hospital.	3.79	0.962
There is an elaborate succession planning in the hospital.	3.83	1.071
The skills acquired by staff in the hospital determine their area of deployment.	3.85	0.880

The study sought to examine the respondent’s level of agreement or disagreement on the various measures of human resource planning. Table 4.2, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5). The means and standard deviations were; Staff replacements in the hospital are done immediately an employee leaves the organization 3.79, The hospital determines in advance the positions that are to be vacant 3.93, The hospital has the required qualified personnel for the job 3.95, There is clear job description & duty allocations in the hospital. 3.79, There is an elaborate succession planning in the hospital 3.83 and The skills acquired by staff in the hospital determine their area of deployment 3.85. The interpretation was that majority of the respondents felt that the Employee training and development was an integral part of employees performance.

#### 4.2.2 Recruitment and selection

**Table 4.3; Recruitment and selection**

Opinion Statement	Mean	Std. Deviation
Employee are recruited immediately positions are declared vacant.	3.74	1.106
The staff are made aware of an existing vacancy or vacancies.	3.83	1.110

Only candidates with the relevant skills are considered during the selection process.	3.79	1.109
Selection is done on merit in the hospital	3.82	1.095
The hospital does not encourage the influence of external forces during the selection process.	3.73	1.209

The study sought to examine the respondent’s level of agreement or disagreement on the various measures of employees performance. Table 4.3, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5). The means and standard deviations were; employee are recruited immediately positions are declared vacant 3.74, The staff are made aware of an existing vacancy or vacancies 3.83, Only candidates with the relevant skills are considered during the selection process 3.79, Selection is done on merit in the hospital 3.82 and The hospital does not encourage the influence of external forces during the selection process 3.73. The interpretation was that majority of the respondents felt that the on average the employees performance had improved.

#### 4.2.2 Employees performance

**Table 4.4 Employees performance**

Opinion Statement	Mean	Std. Deviation
There is less absenteeism of staff in the hospital	4.15	0.968
Every employee meets their daily attendance targets	4.05	0.876
Patients have complemented of good services offered by staff in the hospital	4.18	0.872
Staff are motivated by the reward system of the organization	4.10	0.854

The study sought to examine the respondent’s level of agreement or disagreement on the various measures of Employees performance. Table 4.4, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly and strongly disagree=5). The means and standard deviations were; There is less absenteeism of staff in the hospital 4.15, Doctors and nurses meets their daily attendance targets 4.05, Patients have complemented of good services offered by staff in the hospital 4.18, Staff are motivated by the reward system of the organization 4.10. The interpretation was that majority of the respondents felt that the on average the employees performance had improved.

#### 4.3 Correlation Analysis

**Table 4.5 Correlation Analysis**

Correlations		Employees performance	Human resource planning	Recruitment and selection
Employees performance	Pearson Correlation	1		
	Sig. (2-tailed)			
Human resource planning	Pearson Correlation	0.761**	1	
	Sig. (2-tailed)	.000		
Recruitment and selection	Pearson Correlation	0.736**	0.312**	1
	Sig. (2-tailed)	.000	.000	
	N	193	193	193

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



From table 4.5 it can be observed that the correlation between the independent variable and the dependent variable was high and positive at 0.761, 0.736 for Human resource planning, Recruitment and selection respectively. The correlation between Human resource planning and Employees performance was found to be positive with a value of 0.761 or 76.1% level of relationship. The correlation between Recruitment and selection and Employees performance was found to be positive with a value of 0.736 or 73.6 % level of relationship.

**4.4 Good-of- fit Statistics**

**Table 16 Model Summary**

R	R Square	Adjusted R Square
0.934	0.873	0.870

From table 4.6 the values of the R-squared and adjusted R square were 0.873 and 0.870 respectively. This value clearly suggests that there is a strong relationship between, Human resource planning, Recruitment and selection, Training and development, Reward system and employees performance. The conclusion is that the two variables used only explains 87.0 % of the variation of employees performance.

**Table 4.7; Analysis of variance**

Model	Sum of Squares	df	Mean Square	F-statistic	p-value
Regression	96.953	2	24.238	321.736	0.000
Residual	14.163	188	.075		
Total	111.116	192			

- a. Dependent Variable: Employees performance
- b. Predictors: (Constant), Human resource planning, Recruitment and selection

The results in Table 4.7 indicates that the overall models was a good fit since the value of F-statistic was found to be 321.736 and their p-values were found to be 0.000 which is less than the critical value of 0.05. This suggest that all the four variables considered were relevant in explaining the employees performance.

**4.5 Regression Results**

**Table 4. 8; Regression Result**

Independent Variable	Coefficients		t-statistic	p-value
	Beta	Std. Error		
(Constant)	0.082	0.024	3.379	0.001
Human resource planning	0.280	0.030	9.350	0.000
Recruitment and selection	0.278	0.028	9.848	0.000

The fitted regression model is

$$Y = 0.082 + 0.280 X_1 + 0.278 X_2 + \varepsilon$$

Standard Error	0.024	0.030	0.028
t-Statistics	3.379	9.350	9.848
p-value	0.001	0.000	0.000

Where;  $Y$  = Employees performance,  $X_1$  = Human resource planning,  $X_2$  = Recruitment and selection,  $\varepsilon$  = Error Term,  $\beta_0$  = Intercept,  $\beta_1, \beta_2$  = Coefficients

#### **4.5.1 Human resource planning**

From table 4.8, the regression coefficient of human resource planning was found to be 0.280. This value shows that holding other variables in the model constant, an increase in human resource planning by one unit causes the employees performance to increase by 0.280 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between human resource planning and employees performance.

The coefficient was not just positive but also statistically significant with a t-statistic value of 9.350. The associated p-value was found to be 0.001. These findings supports those of Armstrong (2014) who defines human resource planning (HRP) as a 'both quantitative and qualitative process of ensuring that the organisation has the right people at the right time doing the right job'. The emphasis is on employee competencies and their stability rather than the precision of the numbers obtained through rigorous forecasting techniques. The interpretation was that human resource planning causes the employees performance to increase. The public hospitals in the country should consider the effect of Human resource planning to their employees performance.

#### **4.5.2 Recruitment and selection**

From table 4.8, the regression coefficient of Recruitment and selection was found to be 0.278. This value shows that holding other variables in the model constant, an increase in Recruitment and selection by one unit causes the employees performance to increase by 0.278 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between Recruitment and selection and employees performance.

The coefficient was not just positive but also statistically significant with a t-statistic value of 9.848. The associated p-value was found to be 0.000. These findings supports those Butler, Sanders, & Whitecotton (2000) who found that Recruitment and selection had effect on employees performance. The interpretation was that Recruitment and selection causes the employees performance to increase. The public hospitals in the country should consider the effect of Recruitment and selection to their employees performance.

### **5.0 SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Summary of the findings**

The constructs for the study variables were found to be of good reliability that allowed the researcher to proceed to the actual data collection, qualitative and inferential analysis. All the measurers of human resource Planning, recruitment and selection were found to have effect on the employees performance as shown by the various responses from the descriptive statistics. The correlation findings indicate that the variables were found to have a strong positive relationship on employees performance. This meant that increase in human resource planning, or increase or improvement in recruitments and selection facilitated the increase in employees performance.

#### **5.2 Conclusion**

Based on the findings the study concluded that human resource planning in Kenya has influence on employees performance. Further the study also concluded that recruitments and selection is a major determinant of employees performances. The findings that, human resource planning as well as recruitment and selection had a positive effect on employees performance were good indications that increase in motivate better performance of the employees performance. This meant that enhancing human resource Planning would have a positive effect on employee performance. This variable was found to have a statistically significant effect on employee

performance. Enhancing recruitment and selection strategies in an organization would have a positive effect on employee performance. This variable was found to have a statistically significant effect on employee performance. The influence of this variable was the least influential variable in employees performance.

### **5.3 Recommendation**

#### **5.3.1 Human resource Planning**

Since this human resource Planning variable was found to be a key determinant of employees performance, the owners of the Hospitals should keep a keen eye on improving human resource Planning. Hospitals in Kenya should therefore come up with more innovative ways of enhancing their human resource Planning among hospitals. Since the results showed that human resource Planning facilitated the tendency for the hospital to perform better, these Hospitals should come up with ways and strategies that help them to perform better.

#### **5.3.2 Recruitment & Selection**

Since this Recruitment & Selection variable was found to be a key determinant of employees performance, the owners of the Hospitals should keep a keen eye on improving Employees motivation. Hospitals in Kenya should therefore come up with more innovative ways of enhancing their Recruitment & Selection among hospitals. Since the results showed that Recruitment & Selection facilitated the tendency for the employees to perform better, these Hospitals should come up with ways and strategies that help them to perform better.

### **5.4 Area for further research**

Future research should be directed towards identifying more management factors that affect employees performance. Variables that would be relevant would include, organizational changes, technological changes, organizational structure among other factors. This paper also recommends further research to include studies in other organizations apart from the hospitals.

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