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**HUMAN RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF DEVOLVED HEALTHCARE FACILITIES IN  
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**HUMAN RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF DEVOLVED HEALTHCARE FACILITIES IN NAIROBI CITY COUNTY, KENYA**

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**ABSTRACT**

*The overall objective of this study was to investigate the effect of HRMP on the performance of delegated health facilities in Nairobi County, Kenya. The study was based on three theories, namely the theory of goal-setting, the theory of human capital and the theory of resource-based vision. A descriptive research project was used, in particular a transversal research study to collect quantitative and qualitative data from employees of 78 health centers in Nairobi county, Kenya, with a target population of 3052. A sampling project was used. Simple randomized was used to select a sample size of 354 respondents with a 95% confidence level. The primary data were collected through structured self-administered questionnaires, both qualitative and quantitative data. Quantitative data were analyzed using descriptive and inferential statistics. The descriptive statistical data was summarized using percentages, average and standard deviation, while for the inferential statistics multiple regression analysis was used. The analysis was carried out with the help of the statistical package for social sciences (SPSS version 21). Qualitative data were analyzed by content analysis. The results were presented using tables and graphs. The null hypothesis was rejected when the P value was less than or equal to 0.05 and was accepted when it was greater than 0.05. The results indicated that there is a significant positive relationship between the occupational safety performance of the delegated health centers in the City of Nairobi. The county's occupational resources have had a significant positive relationship with the performance of decentralized health centers in Nairobi. In City County, employee training had a significant positive relationship with the performance of delegated healthcare facilities in Nairobi County, while employee compensation had a significant positive relationship with the facility's performance of decentralized health in Nairobi County. The political factor was found to be an explanatory variable to explain the relationship between medical care performance and human resource management practices.*

**Keywords:** Decentralized Medical Care, HRM Practices, Performance, Job Security, Employee Compensation, Employee Resources, Employee Training, Political Factors

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## INTRODUCTION

The main actions of the human resources manager are to translate corporate strategies into human resource priorities (Achampong, 2012). Since Adonis (2013) has been conceptualized, organizational performance characterizes effectiveness as a degree of achievement of objectives. Omondi (2016) emphasized that the organization's performance is the end result of the work done measured by the quality and quantity of an individual or group result. Services are seen as the ability of an organization to provide quality, efficient and effective services to internal and external customers (Shuck, Rocco and Alborno, 2011). Performance is of fundamental importance for academics and professionals in the field of human resources (Britnell, 2015).

During the last decade, the human resource management function has been under pressure to demonstrate its contribution to organizational performance (Achampong, 2012). Consequently, research on human resource management has examined the influence on organizational performance of high-performance human resources practices, which are consistent practices that improve the skills of the workforce, participation in the decision-making process and motivation to perform a discretionary effort (Appelbaum, Bailey, Berg and Kalleberg, 2014) and which ultimately translate into superior intermediate indicators of company performance and sustainable competitive advantage (Achampong, 2012).

Numerous global studies have been conducted to review human resource management practices and the performance of delegated health centers in various regions of the world. A study and Guay (2013) to identify the impact of organizational performance in the region showed that power is associated with better effectiveness and responsiveness. In addition to a study conducted in India by Faleye and Trahan (2014) to determine how human resources management practices improve performance in

organizations, effective human resources planning has been shown to be associated with responsive performance.

In Kenya, the government has issued policy directives to ensure that important development in the public and private sector is in line with the Sustainable Development Goals (SDGs) and the 2030 Vision of Kenya under the social pillar (GOK 2016). In particular, in order to improve the quality of life in general, the Kenyan government intends to provide a better health care system by spending money and managing public health care (GOK, 2015). No more could be achieved about this without the effective facilitation of human resources managers working in several counties in the country. The research carried out by Atela (2013) states that accountability and health systems are increasingly improving attention by providing avenues in structure and implementation, and evaluation of service delivery, where Kenya uses hospital boards, health center committees, patients and center service graphics to improve the functionality of health care departments within the county. In addition, the results of a study by Korir (2010) suggested that the Kenyan Ministry of Health should make a greater effort to reduce the provision of services by promoting human resources programs and providing a better working environment within organizations in different counties of the country. The findings also added that to facilitate the effective measurement of annual performance, it was necessary for human resources managers to keep track of the data used by each hospital and the services it provides because effective information is essential to improve the quality of care health in counties in Kenya.

The commitment has allowed the county government to develop new models that adapt to its unique geographic area that require sufficient scope to determine health system priorities; and allow authorities to make independent decisions about the allocation and use of subsector resources (Kenneth,

2014). Organizational performance is the ability of an organization to achieve its goals by using resources efficiently and effectively (Achampong, 2012). The organizational performances are the result or the actual result of an organization measured with respect to the expected results which are objectives and objectives. Performance should not be confused with productivity. According to Chege and Odor (2010), productivity is the rate that determines the number of activities completed in a given period of time. Performance is a broad indicator that can include productivity and quality, consistency, efficiency, effectiveness among other factors.

Human resource management practices have effective methods for managing people (Armstrong, 2012). In this context, human resource management is seen as a workforce that includes workforce planning, work structure and analysis, employment and selection, performance management, employee development, payroll and health management, safety and management of well-being (Lovell, 2013). Human resources management was previously seen as the reconciliation of the responsibilities of a company's human resources with all its objectives (Achampong, 2012). It also means embracing the human resource management functions as partners in the formulation of organizational strategies and also participating in the implementation of these strategies (Lew, 2009).

The characteristics of human resources have traditionally been used by organizations to ensure good business growth (Katua, 2014). Based on a resource-based theory of resources, it can promote sustainable performance by creating value in a rare and difficult way to emulate for competitors. In turn, organizations can improve performance through sustainable performance by creating human resource management practices that are rare and difficult to emulate by competitors (Khan, 2010).

The adoption of various provisions relating to human resource management activities has the potential to

positively influence organizational performance. Furthermore, it is not sufficient to form strong connections or deterioration of performance when certain combinations of practices are included in the mix (Alloubani, Almatari and Almkhtar, 2014). The research documented a positive relationship between the practices and performance of human resource management (K'Obonyo, Busienei and Ogutu, 2013). Therefore, in order to encourage organizational performance, management is necessary to develop qualified and talented employees who can work effectively (Hynes, 2012). Achieving optimal performance requires successful, efficient and effective use of the resources and capabilities of the organization to create and maintain a competitive position both within the company and beyond. Danish and Usman (2010) argue that HR methods improve employee knowledge, skills, and abilities by increasing motivation. Danish and Usman (2010) investigated the impact of human resources management on the perceptions of the organization and the company's market. He found that HRM practice was positively related to the company's work in both public and private institutions (Hongudomsuk & Srisasalux, 2012).

### **Statement of the problem**

Despite the resumption of health care that has changed in the functioning of health services in Nairobi County, they are still slow. Health centers are facing challenges identified by the World Health Organization WHO (2017) in which the county's service delivery system is so scarce and the lack of operational efficiencies that led to strong resignations within the county and conflicts of interest production that has developed undermining the performance of health care and therefore consumers choose health care on several fronts (Achampong, 2012).

Several studies have shown that human resource management practices influence performance. Okello

(2016) mentioned eight practices and policies on human resource management and their relationship to job satisfaction. Therefore, organizational performance can be attributed to various factors. A study by Alunga (2016) found that there is a large turnout of health workers and over 2000 employees leaving the health sector to connect with private and international health care due to the lack of effective human resource management systems between the models of public health services. This led to national brain research and led to a reduction in efficiency and effectiveness in county health facilities. Lowe (2012) reveals that companies that adopt a particular HRMP in the implementation of human activities, policies and practices tend to achieve better results than competitors. Furthermore, a study conducted in Kenya by Ojaka, Olango and Jarvis (2013) to identify the factors that influence human resource practices and the performance of health workers in the country revealed that the lack of good management and leadership are among the main factors that affect health care management within the county. The study also showed that the lack of facilities and high levels of corruption are part of the problems faced by healthcare in the counties of Kenya (Odhiambo, 2015).

From the above studies, it is clear that many of the studies focusing on private sector organizations and human resource management practices on public equipment performance have received little attention. This is a clear sign that the studies have determined the effects of HRMP internally organizations remain largely unexplored (Hameed & Hashim, 2016). It is against this background that this study sought to establish the relationship between human resources practices such as employee compensation, employee training, employee resourcing and employment security in influencing the performance of devolved healthcare facilities in Nairobi City County, Kenya.

### **Objectives of the Study**

The general objective of this study was to investigate the effect of human resources management practices on performance of devolved healthcare facilities in Nairobi City County, Kenya. The specific objectives were;

- To determine whether employment security influence performance of devolved healthcare facilities in Nairobi City County, Kenya
- To establish whether employee resourcing impacts the performance of devolved healthcare facilities in Nairobi City County, Kenya
- To access whether employee training influence performance of devolved healthcare facilities in Nairobi City County, Kenya
- To establish whether employee compensation affects the performance of devolved healthcare facilities in Nairobi City County, Kenya
- To determine the moderating effect of political factors on HRMP and performance of the devolved healthcare facilities in Nairobi City County, Kenya

### **LITERATURE REVIEW**

#### **Outcome theory**

The result theory was developed by Paul Duignan in 2011. This theory is made up of several basic conceptual systems and a set of principles. The most important picture is a sketch of the Duignan result system. The diagram shows seven different aspects of the result systems. In terms of the outcome system, there are different sets of factors necessary for the proper functioning of the outcome systems. Duignan (2011) in his theory of outcomes provides an integrated view on the structure and structure of the outcome system, which attempts to articulate or quantify organizations' goals. This theory is characterized by influence, integrity, measurement, attribute competence and accountability, which allows us to be very clear about the types of outcomes allowed for outcome models.

Outcome modeling standards define the basis of any systematic analysis of outcomes and focus on outcomes, not activities, sets of reasons for looting in the real world, keeping results shorter, setting results in higher order, setting indicators / indicators separated from the results they are trying to measure, prioritizing results and including high priority and low priority outcomes. The researcher has considered a set of known problems in the outcome system, which include strategic planning, outcome management, monitoring, performance management, program evaluation, evidence-based practice, messaging, reports and liability agreements.

### **Human Capital Theory**

Human capital theory according to Schultz (1961) suggests that adding value to people within an organization can help improve a company's performance. Human capital theory treats people as goods and not as costs within an organization. Human capital, according to Bontis (1998), represents the human factor in organizations intelligence, skills and collective skills that give the organization its distinctive character. Human capital theory emphasizes the added value that people can contribute to an organization. Boxall (1996) refers to this situation as one that offers "humanitarian advantage". Human capital is an intangible asset - it is not owned by the company that uses it. Despite the lack of formal ownership of human capital, companies can and do take advantage of the high level of employee training and knowledge through strategies such as creating company cultures or vocabulary words to build solidarity.

Theories of human capital theory revolve around the inescapable nature of many species. Economic capital can be measured by its ability to generate wages, but there is intrinsic value to human capital, though not always measured. Second, human capital can be stored but is not used at all, making consistent discovery and learning difficult (Boxall, 1996)

### **Resource Based View Theory**

This theory was developed by Penrose (1959). Expanded by Wernerwering (1984), Rumelt (1984), Derrick & Cool (1989) and Barney (1996). Currently, this theory is widely used by researchers studying HRM (Wright, Dunford and Snell, 2001). Barney (1991) suggested that an organization gains performance not only by acquiring but also by promoting, effectively managing and deploying its physical, human and organizational resources in ways that provide unique value and are difficult to emulate to competitors. A resource-based view argues that performance comes from internal resources owned by a company (Wernerwering, 2004).

This theory refers to the relationship between internal resources, strategy and organizational performance. It focuses on promoting sustainable performance through human capital development rather than simply balancing human resources with current strategic goals (Torrington, 2005). The argument that internal resources for an organization can lead to performance is a shift from a previous strategic viewpoint that focuses on external factors and factors such as customers, industry and competitors (Miles and Snow 2004; Porter 2005). RBV provides a theoretical overview of how organizational resources can improve productivity and performance.

According to Wright, McMahan and McWilliams (2004), a resource that is valuable, rare, intangible and immutable leads to performance. It is the human resources of an organization that makes a resource that drives it to performance. In this view, HR practices or HR systems can be negotiated without difficulty with other organizations and only the knowledge and knowledge capabilities that individuals within the company possess will meet the criteria outlined by Barney (1991).

### **Empirical Review**

Employment security is the key to the continuation of the workforce due to the overall economic situation

of the country (James, 2012). It refers to the probability or probability of a person keeping his job (Adebayo and Lucky, 2012). It addresses the possibility of employees keeping their jobs so that they do not become unemployed (Simon, 2011). Jobs that are not funded by an indefinite contract or that cannot be guaranteed for a reasonable period of time are considered to be jobless. It is the guarantee of a company or organization that employees will stay with them for a good time without being unfairly dismissed (Adebayo and Lucky, 2012 Simon, 2011).

Several factors, such as the employment contract, collective agreements, labor laws and personal matters such as education, work experience, workplace, industry, workplace, among others, play a vital role in service decision making certain personal and affecting personal security. (Adebayo and Lucky, 2012). In some extreme cases, critical or critical skills and past experience required by employers and based on current economic conditions and business environment can ensure the safety of an individual's work (Adebayo and Lucky, 2012).

Probst (2002) developed a conceptual model for the underlying causes and consequences of job security. Background factors that affect job security include employee characteristics, job characteristics, organizational change and work technology changes. The consequences of job insecurity include psychological health, physical health, organizational retirement, union activities, organizational commitment and work stress. Employee engagement, cultural values and procedural decision-makers' perceptions of job security and attitudes.

Employee resources are difficult to assume, as demonstrated by the application for each position of Fiorito, Bozman, Young, Meurs (2007). Employee resources include a range of activities, including a careful comparison of candidates and job requirements, an interesting attempt to attract the best talent from the labor market, as well as

providing compensation to high-quality employees to retain talent in the labor market. Fiorito organization, Bozman, Young, & Meurs (2007). Employee resources are the process of determining which candidate fits into these jobs. Compare people with jobs. Appointments in many organizations are established by line managers and in decision making are often based on job requirements. The selection process includes activities such as interviews, professional curriculum, basic controls, physical examination and placement. The organizations have also tested three of the main key organizational motivations that are employee compensation systems, job opportunities and the reputation of the organization (Lloyd, 2000).

Cho, Woods, Jang and Erdem, (2005) examined the pre-employment tests as an integral part of the employees' resources and found that, when hired, these tests can choose the employees who remain in the company for a long time. Passing the pre-employment tests can give the candidate a greater sense of belonging, leading to higher levels of commitment if taken. Cardon and Stevens (2004) have suggested that hiring a small company is often a challenge. This may be due to a number of factors such as limited financial resources, equipment and jobs with clear responsibilities at the borders, which limit the ability to hire qualified candidates.

Okpara & Pamela (2008) examined the extent to which Nigerian organizations use a range of human resource management practices and the challenges and expectations expected from such practices. Data were collected from 253 managers in 12 selected companies in 10 cities. The results of the study show that human resource management practices, such as employee training, recruitment, employee compensation, performance assessment and monitoring system problems, Aid, staff training and corruption are some of the challenges facing human resource management in Nigeria.

Employee training focuses on the reading skills, knowledge and attitudes needed previously to work or work or to improve work performance or current activity, while developmental activities have nothing to do with work but focus on expanding the scope of staff (Nadler, 1986). Education, which focuses on learning new skills, knowledge and attitudes to be used in future careers, also deserves mention (Nadler and Wiggs, 1986). Employee training can be used in a variety of ways, including staff orientation and information, the development of required skills, accident prevention through safe employee training, technical and vocational training and supervisory and executive training. For example, providing staff training and staff development, such as on-the-job training, work rotation, teaching, mentoring, in-car training, case studies, etc. It can help improve employees' knowledge, skills, experiences, competencies, and employee motivation (Pfeffer, 1998).

Barringer, Jones and Neubaum (2005) compared fast-growing companies and found that fast-growing companies rely heavily on the skills and efforts of employees to maintain growth-focused strategies. The fast-growing companies used employee training programs to achieve their goals and emphasized employee development on a much larger scale than their slow-growing counterparts. As a result, staff training and development practices are common in fast-growing businesses.

Miller (2006) examined growth strategies in the retail structure and suggested that modern retailers should place more emphasis on policies and practices that may contribute to employee retention, rather than urgency of recruitment and selection. Zhu (2004) examined changes in the area of human resource development in Japan and noted that several companies and industries have focused on a more strategic approach that emphasizes the impact of effective learning at the individual and organizational level on long-term organizational competitiveness.

Huselid (1995) found that employee education and development has a significant impact on employee productivity and short-term and long-term performance indicators.

There is little evidence on the impact of employee compensation on company growth. Strong studies on the relationship between performance-related pay and company performance have generally found a positive relationship, but growing evidence suggests that not only is the wage level important, but also the wage structure (Wimbush, 2005 Singh, 2005).

Employee compensation is the sum of financial and non-financial rewards that a company rewards employees in exchange for the work done (Williams, 2008). Employee compensation can be defined in more general terms or wages. It may contain commissions, additional benefits, benefits, payments and repayment tasks (Vlachos, 2009).

Singh (2004) examined the relationship between human resource management practices and firm-level performance in India. 359 companies from companies included in the India Economic Monitoring Center (CMIE) database were taken. Of these 359 companies, 82 responded well to the survey. Using archival and linkage analyzes, the study found a significant relationship between the two human resource management practices, namely employee training and employee compensation, and perceived organizational performance and market.

Barringer, Jones and Neubaum (2005) conducted a qualitative analysis of the narrative profiles of 50 fast-growing companies and a comparison group of 50 fast-growing companies. The results showed that employee incentives differentiated the rapid growth of slow-growing companies. Companies that were interested in achieving rapid growth provided employees with financial incentives and stock options as part of their employee compensation packages. In doing so, companies succeeded in achieving high levels of employee morale, giving employees a sense



of ownership in the company, attracting and retaining high-quality employees and transferring the risk component of the company's business to employees.

Cho, Woods, Jang and Erdem (2005) suggested that incentive programs are good at reducing turnover rates. Bank, Lee, Potter, Srinivasan, (2001) conducted a longitudinal study on the effectiveness of incentive schemes in the hotel industry and found that incentive plans are associated with higher income, higher profits and lower costs. Paul and Anantharaman (2003) found that employee compensation and incentives directly affect operational performance. To be effective, employee compensation practices and policies must be aligned with organizational objectives. While performance-based employee compensation can motivate employees, sometimes employees perceive it as a management mechanism to control behaviour (Lawler & Rhode, 1976).

According to Hoffman (2000), a key factor that has been found to influence performance is politics. This study shall consequently seek to establish the moderating role of politics on the relationship between HRM practices and performance of devolved Healthcare facilities in Nairobi City County Oyugi, 2005 appropriate political good will, and support are necessary ingredients for the success of public facilities reforms. Outright manipulation by legislators and other interest groups where elected leaders can be ruthless and act on own interest where the desires and interests of the elected leaders take the lead.

Politics is very important for normal macroeconomic balance and conducive performance. (Husain, 2009, Shahzad, 2012). Politics is among the least predictable elements since the country has to have an election every five years which makes the policies and procedures to change with the change of guard (Kenya Constitution, 2010). Political influence differs, thus affecting policies, decision making, technology and management of the County.

Counties have not prioritized healthcare in expenditure. Each County in Kenya struggles to provide healthcare services for its constituents. For the success of healthcare, there needs to be a strategic measure as it is evident devolution is not only about enacting legal measures or implementing policies. It's about bringing the County government into the unity of purpose with all the stake holders whereby it has to put clients who are the general public at the centre of decisions and duties. More often than not, county officials see themselves as independent entities that are only answerable to themselves Wario (2017).

## **METHODOLOGY**

This study adopted the philosophy of positivism research and its literature is characterized by measuring the theories of existing theories through the measurement of social reality, using data collected from the field (Saunders, Lewis and Thornhill, 2007 Ericksson and Kvaaineen , 2008). The study used a comprehensive research design to identify the relationship between human resources practices and the performance of health care facilities located in the city of Nairobi, Kenya. Several experts included 78 health centers in the county of Nairobi city according to the 2016 Nairobi City Health Report. Consequently, the participants of this study were employees of health centers. Therefore, the unit of analysis was 78 health centers and the unit of diagnosis was 3052 employees. The study used a sample size method to select the required sample size. The model size was determined by using the Yamane formula (1967) to calculate the sample size. The sample size was 354

The study used basic data. The drop-down and collection method was used to collect basic data. Reference data were obtained through self-administered questionnaires. Open and closed questionnaires were used to collect primary data. Structural statistics, standard deviation, bars, chart

percentages and frequency distributions were used to describe the sticks. Unique repetitive data was used to analyze the data using the Social Science Fact Sheet (SPSS 21). Multiple regressions were used to test the relationship between the independent and the dependent variable. Several modifications supported by the SPSS were used to evaluate the results of this study in determining whether the theory should be accepted or rejected. Before performing the data analysis, a cognitive exam was performed. In order to determine the nature and magnitude of the relationship between the various and to test the distinctive relationship, this study used nonlinear data. The test to use was the analysis of multiple regression.

## **FINDINGS AND DISCUSSION**

The data was coded and cleaned for consistency purposes. The data was collected from 354 respondents from healthcare facilities in Nairobi City County. The response rate was 78% percent. A response rate of 78% meaning 276 out of a total of 354 respondents filled and returned the questionnaire. This was considered satisfactory to make a conclusion for the study. Saunders *et al* (2007), Stanton (2007) and Mugenda and Mugenda (2003) assert that a response rate of above 50% is adequate, response rate above 60% is good and the response above 70% is considered outstanding and hence the response was satisfactory.

The background information sought was gender, age bracket of the respondents, position in the facility and the level of education of respondents. The study found that the male gender was 56% and the female gender was 44%. This shows that both genders were well represented and fair and in tandem with a third employment rules envisaged in the Kenyan constitution.

The study sought to determine the age bracket of the respondents and consequently requested the respondents to indicate their age bracket. From the

findings as shown in figure 4.1 established that most of the respondents as shown by 36% were aged between 31- 40 years. 25% of the respondents were aged below 30 years and 28% of the respondents were aged between 41-50 years. This implies that 11% of respondents were above 50 years. Age of respondents was well distributed and consequently satisfactory for the study.

The findings of the study showed that 56% are medical officers and 30% are support staff while 14% are top management. This is consistent with a population under study that top management is fewer; the majority are medical officers and more support staff.

The study sought to establish the respondent's level of education at the health facilities, from the research findings; the study revealed that majority of 42% of the respondents had a degree certificate. 32% of the respondents had tertiary education, 16 % of the respondents had secondary certificate while 8% of respondents had master's certificate and 2% had Ph.D. This shows that respondents had perquisite skills and thus able to give a reliable information relating to this research.

### **Employment Security**

Employment security indicators consisting of employment contract, collective bargaining agreement, and labour legislation were measured by the researcher. The overall mean was 4.36 and standard deviation was 0.58 indicates that respondents agreed that employment security contributes to the performance of County healthcare facilities. The responses are clustered around the mean responses and the overall standard deviation is low revealing agreement among respondents that employment security is important in the performance of Nairobi city County healthcare facilities.

The aggregate mean score for employment security was 4.36 with a standard deviation of 0.58. The aggregate score was above 4 on the five point Likert

scale adopted by the study. This implied that the respondents agreed to a large extent that employment security had affected the healthcare performance of Nairobi City County. This implied that the respondent's responses closely clustered around the aggregate score of 4. The fact that respondent's responses clustered around 'agree' implied a significant relationship between employment security and healthcare performance.

### **Employee Resourcing**

The measurement of the variable employee resourcing used indicators such as planning, attracting qualified staff, selection and placement. The overall mean was 4.15 and standard deviation of 0.34. The implication is that the responses are clustered around the mean responses and the overall standard deviation is low revealing agreement among respondents that employee resourcing is important in the performance of Nairobi City County healthcare facilities.

The aggregate mean score for employee resourcing was 4.15 with a standard deviation of 0.34. The aggregate score was above 4 on the five point Likert scale adopted by the study. This implied that the respondents agreed that employee resourcing had affected the healthcare performance of Nairobi City County. This implied that the respondent's responses closely clustered around the aggregate score of 4. The fact that respondent's responses clustered around 'agree' implied a significant relationship between employee resourcing and healthcare performance.

### **Employee Training**

The variable Employee training is measured by indicators comprising of needs identification, employee training design, employee training delivery, and employee training evaluation. The overall mean is 4.29 and standard deviation of 0.30 indicates that respondents agreed that employee training contributes to the performance of County healthcare facilities. Generally, the responses are clustered

around the mean responses and the overall standard deviation is low revealing agreement among respondents that employee training is significant in the performance of Nairobi City County healthcare facilities.

The aggregate mean score for employee training was 4.29 with a standard deviation of 0.30. The aggregate score was above 4 on the five point Likert scale adopted by the study. This implied that the respondents agreed to a large extent that employee training had affected the healthcare performance of Nairobi City County. This implied that the respondent's responses closely clustered around the aggregate score of 4. The fact that respondent's responses clustered around 'agree' implied a significant relationship between employee training and healthcare performance.

### **Employee Compensation**

The variable employee compensation is measured by indicators comprising of benefits competitive pay, work environment, wage policy, external fairness. The overall mean is 3.9 and standard deviation of 0.44 indicates that respondents agreed that employee compensation contributes to the performance of County healthcare facilities. Generally, the responses are clustered around the mean responses and the overall standard deviation is low revealing agreement among respondents that employee compensation is significant in the performance of Nairobi City County healthcare facilities.

The aggregate mean score for employee compensation was 3.9 with a standard deviation of 0.44. The aggregate score was approximately 4 on the five point Likert scale adopted by the study. This implied that the respondents agreed that employee compensation had affected the healthcare performance of Nairobi City County. This implied that the respondent's responses closely clustered around the aggregate score of 4. The fact that respondent's responses clustered around 'agree' implied a

significant relationship between employee compensation and healthcare performance.

**Political Factors**

Counties healthcare facilities operate in complex and unstable political environment. The political factors are the same for all healthcare facilities and yet staff perceives and interpret political factors to vary and in turn affects individual healthcare facilities. The respondents were asked on the level of agreement or disagreement on the various political indicators. Show the average mean score of the political factors as mean score 4.30 and a standard deviation of 0.41. The results imply that the political factors moderately affect the level of a healthcare facilities performance.

**Table 1: Coefficients**

Model	Unstandardized Coefficient		Standardized Coefficient	t	P-Statistic
	Beta	Std. error	Beta		
Constant	6.524	0.12		1.68	0.002
Employment Security	0.456	0.025	0.651	5.11	0.000***
Employment Resourcing	0.548	0.034	0.730	6.57	0.001***
Employment Training	0.658	0.053	0.819	8.98	0.000***
Employee compensation	0.256	0.015	0.368	3.65	0.001***

Key \*\*\* Significant at 0.05%

a. Independent Variables: Employment Security, Employment Resourcing, Employment Training and Employee compensation

b. Dependent Variable: Healthcare Performance

**Source:** Survey Data

Consequently, the t statistics and p-values can reliably be used to test the significance of coefficients in the model;

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

The regression equation obtained from this output is:

-

$$Y = 6.524 + 0.456X_1 + 0.548X_2 + 0.658X_3 + 0.256X_4 + \epsilon$$

Where, Performance (Y) = 6.524 + 0.456 employment security (X<sub>1</sub>) + 0.548 employee resourcing (X<sub>2</sub>) + 0.658 employee training (X<sub>3</sub>) + 0.256 employee compensation (X<sub>4</sub>) + Error term

**Performance**

The respondents agreed or disagreed with statements on their healthcare facilities performance. The aggregate mean is 3.67 and a standard deviation of 0.28. This means the respondents were neutral that performance of County healthcare facilities was efficient, effective and offered quality services.

**Regression Analysis**

Regression analysis using SPSS was used to test the relationship between the independent variables and dependent variable.

The first objective sought to investigate the relationship between employment security and performance of Nairobi City County healthcare facilities. The coefficient of employment security was 0.456. The beta coefficient for employment security is 0.456. The t-statistic and corresponding p-value were 5.11 and 0.000 respectively. Consequently, at P < 0.05 level of significance. On the basis of these statistics, the study concludes that there is a significant positive relationship between employment security and performance of Nairobi City County healthcare facilities.

The second objective sought to determine the relationship between employee resourcing and

performance of Nairobi City County healthcare facilities. The coefficient of employee resourcing was 0.548 with the t-statistic and a corresponding p-value of 6.57 and 0.001 respectively. The study therefore concludes that employee resourcing in Nairobi City County healthcare facilities has a significant relationship with performance.

The third objective sought to determine the relationship between employee training and performance of Nairobi City County healthcare facilities. The coefficient of employee training was 0.658 with the t-statistic and a corresponding p-value of 8.98 and 0.000 respectively. The beta value for employee training is 0.658. Inferring that employee training has a significant positive relationship with Nairobi City County healthcare performance.

The fourth objective sought to determine the relationship between compensation and performance of Nairobi City County healthcare facilities. The beta coefficient of compensation was 0.256 with the t-statistic and a corresponding p-value of 3.265 and 0.001 respectively. Consequently, the null hypothesis was rejected at  $P < 0.05$  level of significance implying that employee compensation has a significant positive relationship with healthcare facilities performance.

#### **Moderation**

The fifth hypothesis sought to investigate whether political factors have a moderating effect on the influence of HRMP and performance. To test the moderating effect of political factors on the relationship between HRMP and performance, Stepwise regression analysis was used, where the moderating variable was introduced. The coefficient for interactive terms were all not significant where HRMP was not significant at (0.195,  $t=2.13$ , there is no moderating effect based on Mackinnon (2007) argument ( $p=0.201$ ) and political factors were not significant at (1.462,  $t=4.31$   $p=0.320$ ). Therefore, we fail to reject the null hypothesis hence no significant

effect on the relationship between political factors and performance and thus political factors are just an explanatory variable. This finding is in contrast with findings of Buchen, 2005 McCann, Hassard, & Morris, 2004 who asserted that political factor has an influence on the performance of organizations.

#### **SUMMARY**

The study tested five hypotheses using several repetitions. The first purpose was to determine whether job security affects the performance of organized health care services in the city of Nairobi, Kenya. The words were rejected, which means that job security had a significant impact on the performance of organized medical care in the City of Nairobi.

The second purpose was to determine how staff resources affect the performance of health facilities located in the city of Nairobi, Kenya. The words were rejected due to the fact that staff resources had a significant impact on the performance of health services in the City of Nairobi. This could be caused by the planning, the attraction of qualified personnel, the selection and the location of the personnel. The third purpose was to determine whether staff training influenced the performance of damaged health care facilities in the City of Nairobi, Kenya. It was found that employee training has a positive and significant relationship with the performance of health care centers and, therefore, brief comments were rejected. This was based on the requirements for employee identification, staff training structure, provision of county staff training and evaluation of County staff training.

The fourth purpose is how workers' compensation affects the performance of health care centers located in the City of Nairobi, Kenya. Employee compensation is positively related to the performance of county health facilities. The blunt words were rejected. Finally, it was discovered that the reason for the policy is not average over the

relationship between organizational performance and human resources management practices, but was considered to be interpretive information, so we do not reject the wrong idea.

## CONCLUSION

The research findings indicated that the relationship between human resources management practices and healthcare performance was positive and statistically significant. Therefore, the null hypothesis that there is no significant relationship between HRMP and performance of healthcare facilities in Nairobi City County, Kenya was rejected.

The study concluded that employment security, employee resourcing, employee training and employee compensation have a positive relationship on county healthcare performance. The county has utilized HRM practices in order to put itself in a competitive position. The researcher further concluded that the county has extensively used the different HRM practices.

Based on the results showed, the overall effects of HRM practices (employment security, employee resourcing, employee training and employee compensation) towards performance in Nairobi healthcare is positive and significant.

This study provided additional robust and quantitative evidence to support the HRM practices

and performance link from a different context, that's Kenya a developing country. The study findings provided support for the assumptions underlying the resource-based view theory which postulates that that performance comes from the internal resources that are owned by a firm.

The current study focused on a relatively unexplored research area in the county healthcare sector in Kenya. Prior studies had shown evidence of the link between HRM practices and performance with arguments based on organizations private firms. This study provides empirical evidence that HRM practices applied in a systematic way can lead to superior performance in Nairobi City County healthcare sector.

## Recommendations for Further Research

The researcher recommended that other similar research on this area of study should be done in other counties of Kenya to enable comparison of research findings and draw conclusion whether the results can be used to make a generalization of Kenya public healthcare sector.

The research also recommended that other HRMP practices not studied should be researched in the context of Nairobi City County to find its effect on performance. Finally, the political factor should be further tested on other sectors to find its impact as a mediating variable.

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