INFLUENCE OF HUMAN RESOURCE FUNCTIONS ON EMPLOYEE PERFORMANCE IN THE DEVOLVED HEALTH SECTOR IN KENYA: A CASE OF MBAGATHI DISTRICT HOSPITAL

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ABSTRACT

In Kenya, devolution now allows county governments the space to design innovative models that suit the terrain of their unique health sector needs, sufficient scope to determine their health system priorities and the authority to make autonomous decisions on subsector resource allocation, expenditure and employee management. Major human resource functions including employee hiring and firing, nature of tenure, defining the compensation package; management transfers, promotions, and sanctions; skills mix and training have been decentralized. The general objective of this study was to establish the influence of devolved human resource functions on employee performance in the health sector in Kenya. The study adopted descriptive research design in collecting data from the respondents. The target population of this study was 600 employees of Mbagathi District Hospital from which a sample of 180 employees was taken. This study collected primary data from the respondents through questionnaires. A stratified sampling technique was carried out by involving all the targeted respondents and primary data was collected through the use of questionnaires. The secondary data was obtained from published documents such as journals, periodicals, magazines and reports to supplement the primary data. Both qualitative and quantitative data analysis methods were used. A pilot study was conducted for the data collection instrument. The data was analyzed with help of SPSS version 21 and Excel. The study adopted correlation and multiple regression analysis at 5% level of significance to determine strength and direction of the relationship of the variables under study. The analysis showed that reward had the strongest positive (Pearson correlation coefficient =.852) influence on employee performance in the health sector. In addition, recruitment process, training and work environment are positively to performance in the health sector with Pearson correlation coefficient of .679, .545 and 639 with p-values of .001, 004, .010 and .008 respectively. The study established that reward was the most significant factor. The study recommends for similar studies to be undertaken in other hospitals in Kenya for generalization of the findings of this study. The study concluded that good reward systems, recruitment process, training and work environment affects the performance of the employees positively. The study therefore recommends that to improve employee performance, the management of the health institutions should make sure that all the employees undergo training exercises, that the employees should be rewarded and be given other benefits such as health insurance, sick leave, annual leave, maternity leave to motivate employees.

Key Words: Human Resource Functions, Employee Performance, Health Sector

INTRODUCTION

This chapter aims at providing sufficient information for better understanding of the study. It examines the global contest and then narrows down to the issues that the study will address. The chapter provides the background information, statement of the problem, research objectives and research questions that underpin the study, significance, scope and limitations of the study.

Background of the study

Major human resource functions might be decentralized independently or in concert. They include functions related to employee hiring and firing, nature of tenure, defining the compensation package; management transfers, promotions, and sanctions; skills mix and training. Transferring authority to the local level for these functions may help governments be more responsive to local conditions, including market conditions, citizen preferences, patient needs, staff availability, and available resources. There is a strong rationale for why transferring certain functions to local units might improve administrative and allocative efficiency, but potential negative effects also exist (Busha& Harter, 2010).

In terms of administrative efficiency, allowing local recruitment could shorten the time to fill a position, eliminating the many steps involved with central-level approval. It may also lead to a better match of candidates with the appropriate position, because the final selection of candidates would be done locally. The same holds for firing, because dismissal and sanctioning could be conducted much more quickly. Similarly, letting local units set salaries and allowances allows them to take into account local labor market conditions. For example, salaries for certain areas may need to be much higher to attract staff members, but common national pay scales

may prevent such local discretion (Bae, 2010). However, these potential gains in efficiency are threatened by negative repercussions if proper oversight and monitoring are not in place.

For decentralization to work, careful thought must be given to what functions need to be matched. For example, transferring authority to hire and fire workers may have less of an effect if authority on setting the skill mix is not transferred as well. Authority to set salaries might not be useful unless either facilities have flexibility in how much of their budget can be used to pay health workers, or facility budgets are adjusted based on local salary levels. In other words, an appropriate match needs to be made between fiscal and administrative functions (Dipak, 2012).

Global perspective of Human Resource Functions of Devolved Health Sector

In most of the developed countries for example USA, terms of employment and terms of reference for posts existing and planned may need to be redesigned to incorporate new administrative responsibilities, skill requirements, and resources available at different levels of the devolution system. Mexico spent an estimated US$452 million in administrative costs to transfer its federal health employees to the state level (Homedes & Ugalde 2006). The required local-level capacity to implement these changes might be lacking and cause hesitation to decentralize human resource functions. In Brazil, an important federally supported primary health care program specifically retains many staffing concerns for example, composition of teams, personnel job descriptions even while program implementation has been devolved to the municipal level. This design was reportedly used specifically to ensure that local implementation met national objectives as well as

to avoid political program capture (Guanais & Frederico 2009).

In China, devolution to the township level of recruitment for health facility personnel enabled health centers to better match demand with supply costs and to reduce employment by 70 percent (Liu, 2006). District-level decentralization of certain human resource management functions in Pakistan is said to have resulted in long-term vacancies of posts, in part caused by multiple and overlapping lines of authority over posting of officials (Nayyar et al, 2006). Geographic inequities in Human Resource for Health (HRH) distribution have been perpetuated where the central ministry of health no longer has the authority to establish staffing establishments for example; China has the capacity to fulfill such establishments, despite decentralization of human resource management functions. Devolution of human resource functions in Indonesia to provincial, regional, and city governments, for example, has not mitigated existing inequities in distribution in the health sector, the ratio of HRH to 1,000 population ranges from 0.5 to 5.5 at the regional level, with one- to fivefold difference at the city or district level. The lack of a formal process to transfer staff members between regions as well as no national downsizing plan to meet equity concerns may help perpetuate these imbalances (Thabrany 2006).

Difficulties in transferring staff members between local governmental units endowed with devolved human resource powers have also been reported in China. Additionally, HRH decentralization can heighten or even create horizontal inequities among personnel. According to Kolehmainen 2004, staff members in China and Philippines who perform similar functions are paid differently because some continue to be administered centrally while others are paid locally. Even under more expansive forms of decentralization for

example, devolution, salary determination may be specifically delinked from the decentralization process to ensure continued central control, as is the case in the Philippines. Public sector decentralization experiences in East Asia are typical of this pattern. For example countries such as Cambodia, China, Indonesia, the Philippines, Thailand, and Vietnam, does not determine salaries at the local level though top-ups are allowed, whereas all handle recruitment at the local level (Green 2005).

Regional perspective of Human Resource Functions of Devolved Health Sector

The scope of decentralization of HRH functions has been limited in developing countries. Although examples exist of countries that have undergone a process of human resource decentralization, governments often decentralize only some elements of certain human resource functions (Raymond, 2008).Under less expansive forms of decentralization for example, deconcentration or delegation, the most commonly decentralized functions appear to relate to human resource management, whereas functions related to terms of employment for HRH for example, determination of local-level wage bill or HRH salaries tend to remain under centralized control. Furthermore, the degree of decentralization within a specific functional element can vary. In Tanzania, for example, recruitment and selection procedures for junior staff fall under district-level auspices while the same functions for senior-level staff remain centralized (Rahman, 2013).

For many administrative, political, and policy-related reasons, most African countries have limited the scope of decentralization of HRH functions. Administratively, a big bang approach to decentralization of HRH functions is costly and may require fundamental organizational changes of

national health ministries. Indeed, the quality of Papua New Guinea's personnel management database rapidly deteriorated following provincial-level devolution (Kolehmainen, 2004). Additionally, the associated costs of ensuring that newly decentralized systems work efficiently could be exorbitant and meet with resistance (Owens, 2012). Political pressure may prevent decentralization. Politically, human resource decentralization involves a wide variety of institutional actors, both within the government for example, health managers, civil service officials, elected politicians and in the private sector for example, professional associations and unions. These stakeholders may manifest resistance to decentralization of HRH functions for any number of reasons. Bolivia, for example, has twice failed to decentralize HRH functions despite fiscal decentralization because of resistance both from within the government and from most unions and professional associations (World Bank 2004).

In Burkina Faso, Ministries of Health often do not have the ability to alter key HRH functions such as civil service terms of employment and central authorities may limit decentralization of human resource functions in light of certain policy objectives. Although decentralization may improve local-level responsiveness to needs, it may neglect national-level concerns, such as equity in HRH distribution or standards of compensation. In Uganda, for instance, district governments must adhere to a national pay scale even if benefits and allowances are left to their discretion (Bossert& Beauvais 2002). The government explicitly developed this system to ensure equity in deployment of personnel among local governments (Ssengooba, 2005).

Despite decentralization of recruitment and contracting procedures in Tanzania to the district level for lower-level personnel, employment

procedures remain lengthy, and delays in hiring continue as before. A lack of local-level awareness of procedures and inadequate financial resources are cited as contributory factors (Dominick & Kurowski 2004). Decentralization generally does not narrow or even accentuate inequities in geographic distribution of personnel. Country experiences suggest that inabilities to guide the decentralization process with national level objectives as well as increased local-level transaction costs inhibit equity in distribution of personnel. For example, one-third of Mozambique's health facilities for which selection, recruitment, posting, administrative procedures on salaries, and retirement are handled by provincial governors do not meet nationally determined staffing patterns (Ferrinho & Omar 2006).

At the same time, increased bureaucratic hurdles at the local level can further perpetuate geographic imbalances. On the quality side, a particularly interesting account from Tanzania suggests that decentralization of human resource functions is positively associated with quality of care. Analyzing the degree of decentralization in governmental and non-governmental health facilities measured by ability to fire personnel, set salary levels, pay workers from local resources, and determine staffing patterns it is found that greater decentralization is associated with better quality of care including metrics on clinical and diagnostic procedures, health education, and client responsiveness (Mliga, 2003).

Local Perspective of Human Resource Functions of Devolved Health Sector

In Kenya, devolution now allows county governments the space to design innovative models that suit the terrain of their unique health sector needs, sufficient scope to determine their health system priorities and the authority to make autonomous decisions on subsector resource

allocation, expenditure and employee management. Health Management Information System, Ministry of Health, (2009) report analyses of the Health Care System in Kenya as comprising of the public system, with major players including the Ministry of Health and parastatal organizations .The public health system consists of the following levels of health facilities: national referral hospitals, provincial general hospitals, district hospitals, health centres, and dispensaries. National referral hospitals are at the apex of the health care system, providing sophisticated diagnostic, therapeutic, and rehabilitative services. The two national referral hospitals are Kenyatta National Hospital in Nairobi and Moi Referral and Teaching Hospital in Eldoret. Provincial hospitals act as referral hospitals to their district levels. They also provide very specialized care. They act as intermediaries between the national level and the districts.

The devolution affected the functioning and performance of various institutions including the health sector in Kenya. Art. 235 of the Constitution empowers the counties to establish offices and employ individuals performing functions allocated to them in Fourth Schedule, (Obuya 2008). It means persons working in the county health departments including the community services, primary care services and County Referral Services are going to be employees of the County government. In effect some counties will have the benefit of employing qualified healthcare providers than others.

The network of health centers provides many of the ambulatory health services, preventive and curative services, mostly adapted to local needs. Dispensaries are meant to be the system's first line of contact with patients, but in some areas, health centers or even hospitals are effectively the first points of contact. Dispensaries provide wider coverage for preventive health measures, which is a primary goal of the health policy. The government health service is supplemented by privately owned and operated hospitals and clinics and faith-based organizations' hospitals and clinics.

Employee performance

According to Mullins (2007) organizations need to be effective in doing the right things, in the optimum use of their resources and in the ratio of output to input. But organizations must also be effective in doing the right things in their output related to some specific purpose, objective or task. Performance should be related to such factors such as increasing profitability, improved service delivery and good internal relations. Organizations must also ensure that they meet and or exceed their customer expectations and are adaptable to specific requirements, change in the external environment and demand of the situations. Rational decision making in organizational strategy suggests environmental analysis, assessment of internal strengths and weaknesses, explicit goal setting, evaluation of alternative courses of action, and the development of a comprehensive plan to achieve organizational goals, Ansoff (1995) and Porter (1980).

According to Jamwa (2005) in order to improve performance of the organization, good management practices should be put in place .Managers should be trained in order for them to acquire the leadership skills which will enable them to lead the organization effectively. Performance Consulting is used to address the organization's failures as well, in fact the organizational system is the biggest unconscious conspirator to inadequate or poor performance, Rummler and Brance (1995).Some organizations fail to focus on stakeholders' needs, which lead to producing inadequate products and services, still others fail to encourage employees involvement and support or fail to manage performance, Founies, (1998).Most

organizations fail to focus on long-term results or to remove barriers and obstacles preventing adequate performance, Fuller and Farrington (1999).

Statement of the problem

The Government of Kenya views human resource development in the health sector as an essential component of the health system especially in the provision of basic health services. There is growing recognition that HRH in the public sector are shrinking dramatically, thereby affecting the delivery of services (GoK, 2014). Mbagathi District Hospital has been experiencing poor employee performance as shown in the employee performance appraisal report of 2012. This is in tandem with the World Health Organization Report in 2012 which showed that the performance of the health sector in Kenya is below 50%. Poor employee performance of the hospital has been witnessed by unsatisfied workforce, poor health care quality and lack of access to essential health services. According to Alugutsa (2012), employee performance if properly administered is seen as a necessary tool to obtain, maintain and retain a productive workforce.

Kenya employee performance in Kenya is currently being faced by many challenges including low staffing levels, for example, the WHO recommended staffing levels for key health workers (doctors, nurses and midwives) is 2.3 per 1000 population as compared to Kenya's 1.5 per 1000 population. Improving health workers performance has previously been cited in the Human Resources for Health Strategic Plan 2009-2012"-MoMS 2009 as the major cause of attrition with the imbalance in equitable distribution of HRH especially in public sector.

This study therefore sought to determine the influence of human resource functions on employee performance in the devolved health sector in Kenya and specifically, in Mbagathi District Hospital.

Objectives of the study

The general objective of this study was to establish the influence of human resource functions on employee performance in the devolved health sector in Kenya.

Specific Objectives

The specific objectives of the study were:
i. To examine the influence of recruitment process on employee performance in the devolved health sector in Kenya.
ii. To establish the influence of reward on employee performance in the devolved health sector in Kenya.
iii. To determine the influence of training on employee performance in the devolved health sector in Kenya.
iv. To find out influence of work environment on employee performance in the devolved health sector in Kenya.

Research Questions

The study was guided by the following research questions:

i. Does recruitment process influence employee performance in the devolved health sector in Kenya?
ii. How does reward management affect employee performance in the devolved health sector in Kenya?
iii. How does training influence employee performance in the devolved health sector in Kenya?
iv. What is the effect of work environment on employee performance in the devolved health sector in Kenya?

Significance of the Study

The study will give an overview of the how the devolved human resource functions have affected

employee performance in the Ministry of Health in Kenya. This shall provide other ministries and managers with valuable information for developing plans and strategies to inspire organizational commitment and enhance employees' performance. This study will also provide scholars with a foundation under which they build their future studies. The scholars will benefit from this study by widening their understanding and knowledge on devolution and its roles in public sector human resource management. The study also provided employees with information about the effects of devolution change. The employees will be able to identify the best HR functions and how they should be synchronized with devolution to enhance their performance.

Scope of the Study

This study focused on the Health Sector in Kenya and how devolved human resource functions have affected employee performance. It specifically analyzed the employees of Mbagathi District Hospital. A sample was drawn from the 600 employees in the Hospital. The study was limited to recruitment process, reward, training and work environment on employee performance in Kenya

Limitations of the study

A number of respondents in the organization are not permanently located at a particular place where they can be found all the time. Many were also busy carrying out their duties. However, the researcher administered questionnaires for those who were highly mobile at their own convenient time. The study cultivated a positive study relationship with prospective respondents after past experiences showed that many respondents were willing to go the extra mile to be part of a study if they knew it would positively impact on their lives. Thus, the significance of the study was objectively articulated

to the prospective respondents during the piloting face and the actual study.

The study also assured respondents of strict adherence to ethical standards throughout the research. Respondents were assured of strict confidentiality where any information obtained from them was used solely for the purpose of the present study and no any other use whatsoever. The study also sought and obtained informed consent from management of the hospital before data collection.

LITERATURE REVIEW

Introduction

Literature review is the analysis of existing knowledge on a particular line of study. This chapter focuses on the existing studies done by other researchers and provides some basic knowledge of the research topic. It discusses the theoretical models and approaches to devolved human resource functions and employee performance which have already been established by different researchers, the conceptual framework which brings out the relationship between the independent and dependent variables, summary of the literature review and the research gap.

Theoretical Framework

This section examines relevant theories to the study variables. According to Kombo and Tromp (2009), a theoretical framework is a collection of interrelated ideas based on theories. It is a reasoned set of prepositions derived from and supported by data or evidence and it accounts for or explains phenomena and attempts to clarify why things are the way they are based on theories. A theory is defined as a reasoned statement which is supported by evidence, meant to explain phenomena (Kombo & Tromp, 2009). It is a systematic explanation of the

relationship among phenomena. Mugenda (2008) defines a theory as a framework of explaining phenomena by stating constructs and the laws that inter-relate these constructs to each other. This study was guided by the following theories; Human capital theory, Equity theory, Cybernetic theory and Herzberg Two factor Theory.

Human capital theory

The term human capital was originally used by Nobel economist Becker, (1993) to refer to the stored valued of knowledge or skills of members of the workforce in an enterprise. The consensus among scholars is that human capital is critical to the formation and growth of entrepreneurial ventures (Smart, 1998). Heckman, (2000) referred Human capital in terms of the time, experience, knowledge and abilities of an individual which can be used in the production process in an ongoing concern. Human capital theory proposes that the level of education, area of training, previous entrepreneurial experience and business skills influence the growth of the enterprise (Becker, 1993). In the study, human capital was considered as the skills and training an entrepreneur acquires, e.g., apprenticeship, work experience, and training in various skills. Birley et al 1989. The objective of the study was to investigate how human resource management functions affect the growth more specifically on recruitment, training skill and motivation of which are pertinent to devolved government. This theory is therefore suitable for recruitment process as it outlines the benefits of time, experience, knowledge and abilities of an individual which can be used in the production process in an ongoing concern.

Equity Theory

This theory looks at an organization's policies and procedures and their fair application, declaring that it influences the employee's level of motivation. The theory is proposed by J. S. Adams and posits that if

rewards and punishments are accorded correctly, employees feel that the company is fair. Equity should not be confused with equality, which means giving everyone the same treatment (Armstrong, 2006). Robbins & Judge (2007) give friends, other co-workers, peers, counterparts in other organisations or neighbours as the referent that an employee may choose to compare their experience or situation with. Stratheford (2012) declares that distributive justice, which is ensuring equitable allocation of rewards and penalties is important to employee motivation and involves a system that deals fairly salaries, bonuses, leave time, working hours, promotions, transfers, dismissals, training, demotions and salary raises. More recently, Robbins & Judge (2007) asserted that distributive justice which the equity theory focused on has developed into organizational justice, which centres on the overall perception of fairness in the workplace by incorporating what the individual employee perceives as fair, the procedure used by the organization to grant the reward or penalty as well as the delivery of the reward/penalty as far as retaining the employee's dignity and respect is concerned. This theory is therefore suitable as it describes the importance of a fair reward system that influences employees' performance in any organization.

Cybernetic Theory

This model has been applied to HRM practices so as to generate alternative programs that can manage and reduce turnover in organizations. The Cybernetic system has two general responsibilities namely competence management and behavior management (Wright &McMahan, 2006). Competence management strategies ensure that the organization has the required competencies through training and selection and that the organization utilizes skills that are essential to the business strategy. A competency retention strategy aims at retaining various competencies through

training and reducing turnover. Competency displacement ensures that competencies that are not needed in the organizational strategy are eliminated. On the other hand behavioral management is concerned with achieving Behavioral Control and Behavioral Coordination so that individuals in the organizations act in ways are supportive of the organizational strategy (Wright & McMahan, 2006). This theory outlines the benefits of training of employees to fit the job description and requirements thereby enhancing employee performance.

Herzberg's Two Factor Theory

This theory is one that identifies intrinsic factors that contribute to satisfaction and how the worker's environment can contribute to dissatisfaction of the employee following research conducted by Frederick Herzberg in answer to the question "what do people want from their jobs?" (Robbins & Judge, 2007). According to the theory, the environment in which the individual's has to perform his duties was psychologically unhealthy. They are non-task characteristics of the work environment that create negative feelings in the individual and are company policy and administration, supervision, salary, relationship with co-workers, personal life, status and security. The presence of these factors does not result in satisfaction but will simply reduce dissatisfaction. If provided, hygiene factors are not a strong motivator because their motivation effect will not last long, however, if not provided or if wrongly provided can be a major cause of dissatisfaction. Managers who want their employees to perform should therefore focus on factors revolving around the actual work or to the benefits that employees can derive from the work (Robbins & Judge, 2007).

Hodgetts & Hegar (2008) provide an example saying that if employees A and B earn the same salary and employee A feels that s/he does more work than employee B, employee A will feel s/he is being treated inequitably and may result in taking some action to rectify the perceived inequity if her/his salary is not increased. Possible actions that employees may take to rectify an inequity according to Robbins & Judge (2007) are: to reduce or increase the effort they put in their work, reduce or increase the level of their productivity, distort the perception they hold on their performance, distort the perception they hold on others performance, change the referent they have been comparing themselves to or choose to resign from the company. The theory therefore is important since it gives the description of how work environment can influence employee's performance in organizations.
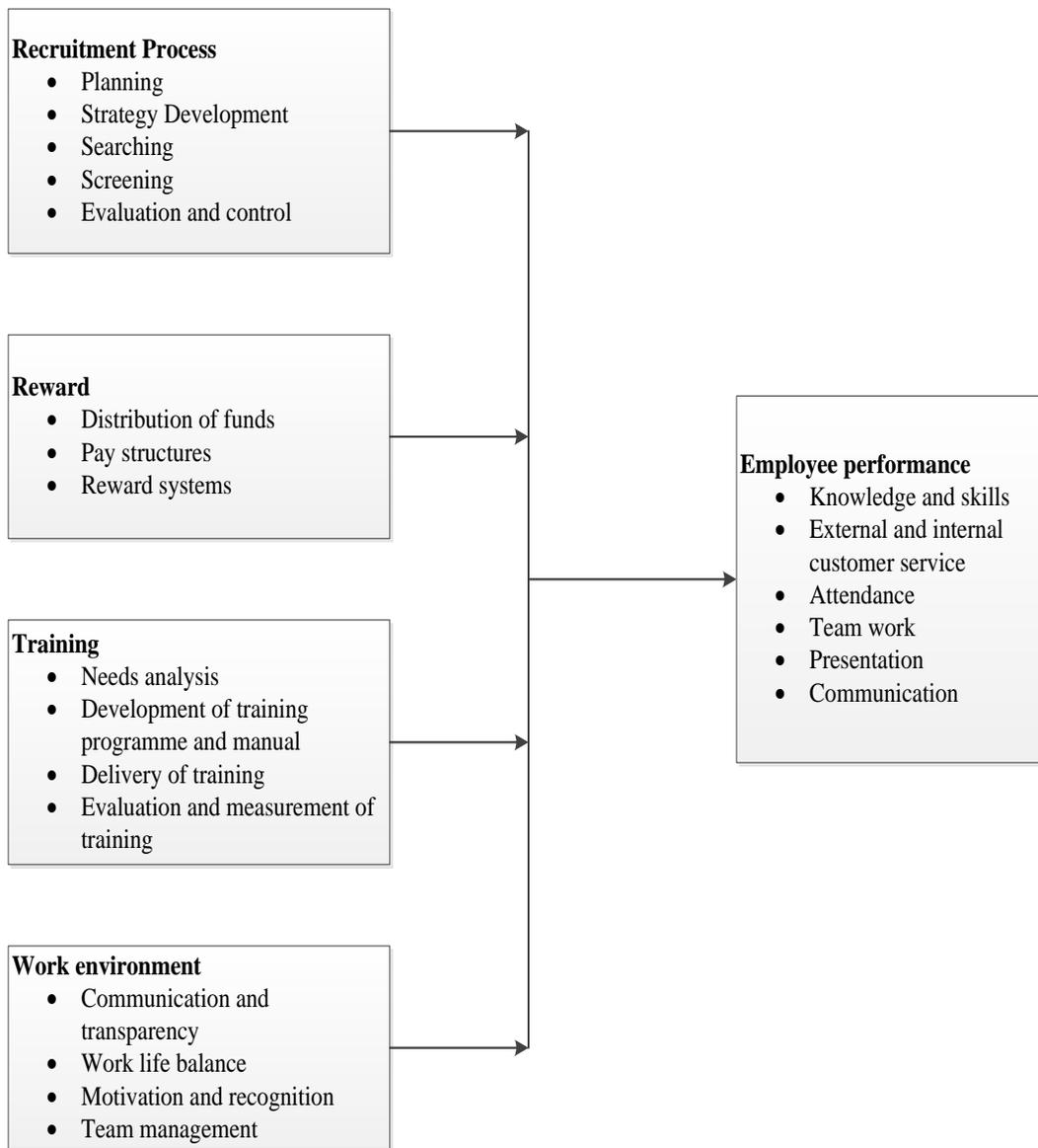
Conceptual Framework

Mugenda, (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. Kombo and Tromp, (2009) defines it as a set of broad ideas and principles taken from relevant fields of inquiry and used to structure a subsequent presentation. It is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. Bell, (2010) describes it as a diagrammatical representation that shows the relationship between dependent and independent variables. A conceptual framework assists a researcher to organize their thinking and complete an investigation successfully. It also explains the relationship among interlinked concepts and explains the possible connection between the variables (Kombo & Tromp, 2009).

The conceptual framework comprises of the independent variables also known as the exploratory variables and which are the presumed cause of changes in the dependent variable and the dependent variable also called the criterion or predictor variable which the researcher wishes to

explain (Kothari, 2004). The following framework depicts the relationship between the independent and dependent variables based on four independent variables and a dependent variable as represented diagrammatically in figure 2.1. In this study, employee performance in the devolved health sector is dependent on recruitment process, reward, training and work environment.

Recruitment Process
- Planning
- Strategy Development
- Searching
- Screening
- Evaluation and control

Reward
- Distribution of funds
- Pay structures
- Reward systems

Training
- Needs analysis
- Development of training programme and manual
- Delivery of training
- Evaluation and measurement of training

Work environment
- Communication and transparency
- Work life balance
- Motivation and recognition
- Team management

Employee performance
- Knowledge and skills
- External and internal customer service
- Attendance
- Team work
- Presentation
- Communication

Independent variables   **Dependent variable**

Figure 2.1: Conceptual framework

Recruitment Process

To get officers to work in the various counties requires a rigorous process of recruiting and selecting appropriate candidates to deliver on the county goals and strategic plans. According to Gusdorf (2008) recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications to apply for jobs within an organization and that

selection is the process of choosing from a group of applicants the individual best suited for a particular position and for the organization. People and their collective skills, abilities and experience, together with their ability to deploy these in the interests of the employing organization are now recognized as making a significance contribution to the success of the organization and helps maintain a competitive advantage (Armstrong and Baron, 2002).

This argument is also outlined in the Human Capital Theory which underlines that people possess innate abilities, behaviour and personal energy and these elements make up the human capital they bring to their work (Davenport 1999). The theory says that it is the knowledge, skills and abilities of individuals that create value. As a result, focus has to be on the means of attracting, retaining and developing the human capital. Armstrong (2010) explains that individuals generate, retain and use knowledge (human capital) and create intellectual capital. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess. Armstrong (2010) insists that the human capital theory considers people as assets and stresses that the investment in people by the organizations will lead to positive results.

Another theory on the human capital in an organization is the Resource Based View of Firms. It suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. Firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to guarantee sustained competitive advantage Barney, 2001. Organizations' HR practices need to emphasize selecting highly skilled individuals. They should consider recruitment as a key tool to achieve the overall business goal because as Boxall and Purcell (2008)

puts it, the new employee is always active, ready to learn new things and easy to adapt to the new environment.

Failte (2013) says that there are 8 key steps necessary in a recruitment and selection process that must be considered ranging from job vacancy, job analysis, attracting candidates, screening applications, interviewing candidates, selecting and appointing, induction and training and finally to employee evaluation. Each of the above elements is very important to making sure the most suitable candidate is found for any given post. Jeff, *et al.*, (2002) illustrates the research pay benefits by Watson Wyatt done in North America in 1999 and repeated in 2000 in Europe showing that excellence in recruitment increased shareholders value. Recruiting excellence was interpreted to mean effectively planned recruitment that supports the business plan by placing the right people with ready to use skills in the right roles. He further clarifies that businesses need people and not just people but talented people to move the organisations forward vision and ideas of the organization and that successful organisations and businesses thrive by means of their ability to adapt and innovate.

Reward

Malhotra et al. (2007) defines rewards as all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship. It is without doubt that every employee expects some level of reward after delivering a function or task. Employees expect employers to deliver or execute designated duties to their satisfaction whilst employees also expect their employers to assure them of adequate wages and salaries (rewards) after they dutifully deliver what is expected of them. After rising through the ranks from an apprentice to becoming a Chief

engineer at the Midvale Steel Company, F. Taylor developed the scientific management where he began to develop his intuition on shop management. The main idea behind Taylor's scientific management was to link efficiency to performance. Taylor tried so many techniques to improve efficiency and employee performance but most often he encountered resistance from employees. He noticed that workers tend to slack on the job due to a situation he termed as 'soldering'; where workers believed that if they worked faster, they would put others out of work. Based on his observations, Taylor concluded that a monetary reward was the ultimate motivator for improved performance (Eshun & Duah, 2011).

Vroom's expectancy theory of motivation argues that people believe there is a relationship between the effort they put forth at work, the performance they achieve from that effort and the reward they receive. According to the theory, people will be motivated if they believe that strong effort will lead to good performance and performance will lead to desired rewards (Lunenburg 2011).Reinforcement theory states that a response followed by a reward is more likely to recur in the future (Thorndike's Law of Effect). According to this theory, the implication for compensation management is that high employee performance followed by a monetary reward will make future high performance more likely (Gerhard et al, 1995). By the same token, high performance not followed by a reward will make it less likely in the future. The theory emphasizes the importance of a person actually experiencing the reward.

Training

The benefits of training can be summed up as: Improves morale of employees, Training helps the employee to get job security and job satisfaction (Dipak, 2012). The more satisfied the employee is

and the greater is his morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover. A well trained employee will be well acquainted with the job and will need less supervision. Thus, there will be less wastage of time and efforts (Owens, 2012). Fewer accidents, errors are likely to occur if the employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes. Chances of promotion, employees acquire skills and efficiency during training. They become more eligible for promotion. They become an asset for the organization. Increased productivity, Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained (Raymond, 2008).

Training is generally imparted in two ways: On the job training, on the job training methods are those which are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The in proficient as well as semi- proficient employees can be well trained by using such training method (Fraenkel & Wallen, 2013). The employees are trained in actual working scenario. The motto of such training is "learning by doing." Instances of such on-job training methods are job-rotation, coaching, temporary promotions, etc. Off the job training, off the job training methods are those in which training is provided away from the actual working condition. It is generally used in case of new employees. Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period (Srivastara, 2009).

Myrna (2009) says effective training is not an isolated event in an organisation. Training must be strategic in that it is designed to improve the knowledge, skills and abilities of employees to help them achieve the organisation's strategic plan. Effective training therefore can't be designed until there is full understanding of the organisation. He further reiterates that it can only be achieved through SWOT Analysis and a proper understanding of the organisation's vision and hence creating a competitive advantage. Training Needs Analysis is also very important to know the training gaps between the employee's current performance and desired performance level (Cole, 2011).

Work environment

Poor unsafe working conditions, low remuneration and poor development strategies do not only reduce performance of the health systems but also constitute a serious push factor for migration of health workers, both from rural areas to the cities, and to other counties (Mathaeur, 2011). It is therefore an important goal of human resources management in the health sector to strengthen the motivation of health workers, from heads of health facilities to auxiliary staff. Highly motivated staff will not only perform better but also provide a higher quality of health services. Medical doctors or nurses who are motivated in their current job may also be as less inclined to leave their job or even their country behind in search of alternatives, such as higher salary as well as better working conditions (Claire & Ashraf, 2012). Despite interest in the issues of human resource for health workers in developing countries has so far not received as much attention as the subject merits (Ministry of Health Information Guide, 2009).

Motivation is particularly essential for public healthcare organizations' success. This is due to many reasons. First, public health employees serve public purposes and motivated employees in public sector are critical to fulfill the governments' responsibilities to their citizens and communities. Second, citizens seek satisfaction from governmental services and to the extent that government is able to respond to their needs timely and effectively, their confidence on government grows (Bae, 2010). Government's ability to respond timely and effectively -to some extent depends on the degree to which public employees are willing to exert effort in their jobs. Third, government faces increasing public demands and financial constraints to meet those demands.

Motivation is the set of forces that cause people to choose certain behaviors from among the many alternatives open to them. An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed. Motivation is important because of its significance as a determinant of performance and its intangible nature (Rahman, 2013).

Empirical review

Mbaya carried out a study in 2011 on the effects of reward and compensation systems on employee performance within the National museums in Kenya. In this survey, Mbaya used a questionnaire to collect data from 44 employees who were randomly sampled. The study found out that the reward and compensations systems had both positive and negative effects on employee performance. Positively, reward and compensation increased efficiency and effectiveness, productivity and morale. Negatively, labour turnover, reduced productivity and work performance were the

effects identified. Mbaya recommended that existing reward and compensation systems should be improved and more studies carried out to investigate the strategies used to deal with employee recruitment and retention.

Research has proven that employees who get rewarded and recognised tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. In 2012, Mbogho analysed the impact of compensation on organisational performance in Kenya Ports Authority. He found out that a direct and positive relationship exists between compensation and organisational performance. From a sample size of 580 employees, Mbogho observed that a total compensation management programme, which includes payment or compensation, benefits and informal recognition are required to optimise the motivation and satisfaction levels of staff. Compensation factors that positively impact on employee motivation and job satisfaction should be the focus of the Kenya Ports Authority.

Eshun and Duah (2011) carried out a research to ascertain whether rewards motivate employees, to identify what kinds of rewards employees consider most beneficial and to discuss the dilemmas and difficulties managers face in applying motivation theory to workplace setting. The study carried out and analyzed 20 interviews with people in various positions and organizations in the Accra and Tema Municipalities of the Greater Accra region of Ghana. The analysis found out that while the use of rewards is vital in motivating employees, there is the need for management and employees to have a clear understanding of the human nature and what actually motivates employees. The research further suggests that efficient motivation is as a result of both extrinsic and intrinsic rewards instead of using only one of them. The research also shows that

enhanced motivation can be attained when managers do their best to design the work environment so that it motivates employees.

Heynes carried out a research in 2007 to evaluate and measure the effectiveness of recruitment and selection and its impact on service delivery amongst staff within the Department of Economic Development and Tourism in the Provincial Government of the Western Cape. He used questionnaires to collect and analyse data from a sample size of 121. Heynes concluded that the guiding principles for the recruitment and selection policy for the department should be adhered to. He proposed that a toolkit be developed to provide guidance on the management of recruitment and selection process. He further suggested that mechanisms should be devised to ensure that the staff remains motivated to achieve excellent service delivery and that professionalism of staff at the department should be recognised. He further lays emphasis on the recruitment for diversity since it encourages creativity and expanded customer base and illustrates that employers who wish to develop a diverse workforce should ensure that it generates applications from a variety of individuals. He gives an advice also on the hiring of relatives as this may compromise on the work since if relatives have to work in one department with one supervising the other issues of favouritism will inevitably emerge.

Management consultant MCKinsey & Co initially investigated the challenges facing businesses in recruiting top talent in its 1997 survey the war of talent. The research that surveyed 6,900 managers at 56 large and medium sized organisations in the USA found out that 89% though it more difficult to attract talented people in 2000 than it had been before, 90% thought it more difficult to retain them and only 7% strongly agreed their companies had enough talented managers. This only displays how organisations need to be very careful with the process since its only through this that the

organisation will have the right start to the direction in its quest for attaining its goals and aspirations.

In 2009, Ibrahim carried out a research study to explore the current practices, policies and roles of training and development within Jordanian banking organisations. The research has adopted a multi-methods approach. The data was gathered through a combination of semi-structured interviews with 15 top managers and a survey questionnaire addressed to the persons responsible for training and development within the targeted organisations. All Jordanian banking organisations were targeted in this study rather than a representative sample of these organisations; however, a purposive sampling strategy was used in choosing the participants of this study. In total, 15 top managers and 38 training and development and HRM managers took part in the study. The study revealed that, in the majority of the organisations, there is an absence of systematic employee training needs assessment and of effective procedures for evaluation. The banks prefer to send their employees to external training providers rather than train them in the banks. The most commonly used delivery method is off-the-job training, namely lectures, seminars and case studies. Training and development is not characterised by strategic human resource development criteria and it plays a reactive rather than a proactive role in these organisations. Training improves employees' skills, knowledge, attitudes and behaviour, but it does not increase employees' commitment and satisfaction.

Chandrasekar carried out an analysis of the working environment in 2011, at different public sector organisations to understand the performance level of the employees due to the work environment. The study adopted a descriptive research and was done among 285 employees. A questionnaire was used to collect primary data which was subjected to statistical techniques for analysis of the workers

opinion towards the workplace environment and its impact on performance. The study concluded that workplace environment plays a vital role in motivating employees to perform their assigned work. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. Managers and supervisors will need to be comfortable with working with the whole gamut of workplace factors that influence employee motivation. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance back. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace coaching.

Critique of the existing literature relevant to the study

Little or conflicting evidence is available related to employee performance. One study states that assumption of recruitment and appointment powers for contracted physicians by divisional-level authorities in Pakistan has improved employee performance (Collins &Tarin 2002), although another indicates findings to the contrary (Nayyar, 2006). In Nigeria, relatively elevated rates of facility turnover suggest that the national civil service incentive structure is not meeting its objectives of heightened facility-level teamwork and stability despite human resource management having been fully devolved to local governments (Khemani 2004). In summary, there are both success and failure stories in the literature, clearly showing no magic bullets are available for improving HRH performance through decentralization. Moreover, the evidence base is fairly weak. It is increasingly clear that health sector decentralization is not an automatic prescription for improved efficiency or performance. This applies equally to

decentralization of human resource functions and to health functions more generally.

Research Gaps

In recognition of the critical role devolution play in the health sector, the Government of Kenya through various legislations and policy statements has in the past highlighted a framework of action to support counties access to sustainable health care in the country. This includes the enactment of acts to establish for example Transitional Authority (GoK, 2013). The government has also created the Ministry of planning and devolution to advance the interest of health care for all in the country. However, these devolution of health care still face challenges when it comes to employee performance (GoK, 2014; WHO, 2014;)

This chapter has therefore made an attempt to underpin the current study with existing theoretical frameworks on recruitment process, reward, training and work environment. Theories have also been provided to explain employee performance. These theories have been used to lay the ground for better understanding of the problem under investigation. The conceptual framework of the study has also been provided. It clearly outlines the interplay between the independent and dependent of the study. In the current study, the independent variables are recruitment process, reward, training and work environment. Dependent variable is the employee performance in the devolved health sector in Kenya. An empirical review has also been done each on the independent and dependent variables. Research gaps which exists from the literature reviewed has been established and which the present study sought to fill

Chapter Summary

The evidence suggests several key issues that need to be considered in undertaking decentralization of human resource functions to achieve intended aims. At the local level, adequate capacity and accountability are key ingredients. Where decentralization has failed to meet desired goals, many previous studies have pointed to the lack of adequate financial resources made available to local authorities to carry out human resource functions as a major factor. In essence, decentralization of management functions cannot be expected to improve service delivery without accompanying ability to fund those functions. Similarly, several analyses point to lack of local-level accountability in thwarting goals of decentralization.

In China, Indonesia, Tanzania, and Uganda, for example, favoritism in employment toward "sons and daughters of the soil" is reportedly common because of local political capture of the decentralization process (Ssengooba 2005; Tang and Bloom 2000; Turner and others 2003). Both constraints and opportunities to effective human resource decentralization also exist at the national level. Constraints often come in the form of policies that supersede a country's national health policy-making body. According to previous studies many of the countries have rigid civil service employment structures, have imposed wage ceilings, or are in the process of downsizing the public sector workforce. Such constraints may inherently inhibit the range of human resource functions that can be decentralized and thus the likely effect of decentralization.

At the same time, a ministry of health or relevant policy-making body needs to take advantage of opportunities to steer the course of decentralization. First and foremost, clarity in the objectives and divisions of responsibilities under decentralization are prerequisites. Confusion in lines of authority is often cited as a challenge to

effective human resource decentralization. Districts in Kenya, for instance, are expected to manage public sector HRH performance but are not legally granted this function (Steffensen and others 2004).

RESEARCH METHODOLOGY

Introduction

This section presents the methods that the researcher used to collect data, conduct analysis, present and discuss the findings of the study. This includes details on the research design, categories of respondents and approaches to data collection. Also the ways through which the different data sets were analyzed and presented is discussed.

Research Design

The study adopted descriptive research design in collecting data from the respondents. According to Kothari (2004), the descriptive method is preferred because it ensures complete description of the situation, making sure that there is minimum bias in the collection of data. Kothari also indicated that the purpose of descriptive survey is to collect detailed and factual information that describes an existing phenomenon. This research design also allows for sampling in a group of population, so that inferences can be made about that population. According to Babbie, (2004), this design is selected because it allows for rapid turnaround in data collection. This also presents minimal disruption to the respondents' schedules, as the data is collected in their natural environment i.e. the work place. The research design is cross sectional whereby all the data is collected at the same time through questionnaires.

Target Population

Target population is the members of a real or hypothetical set of people, events or objects the researcher wishes to generalize the results of the research. Target population refers to the entire group of individuals or objects from which the study seeks to generalize its findings (Cooper and Schindler, 2008). The target population of this study was 600 personnel consisting of senior management, middle management, lower management and general staff of Mbagathi District Hospital. The population characteristic is as summarized in Table 3.1.

Table 3.1: Target Population

Population Category	Frequency	Percentage (%)
Senior management	40	6.45
Middle management	53	8.60
Lower management	67	11.83
General Staff	440	73.12
Totals	**600**	**100**

Source: MOH,(2015)

Sampling and Sampling Techniques

Neuman (2004) argues that, the main factor considered in determining the sample size is the need to keep it manageable enough. This enabled the study to derive from it detailed data at an

affordable costs in terms of time, finances and human resource.

The study ensured a high degree of correspondence between a sampling frame and the sample population as the accuracy of the sample depends on the sampling frame. The study adopted simple random sampling techniques. The simple random sampling is adopted because it allows the researcher to use statistical methods to analyze sample results. The study selected 30% of the target population because Cooper and Schindler (2006) argue that if well chosen, sample of 30% of a population can often give good reliability in a descriptive research design.

Table 3.2: Sample Size

Population Category	Frequency	Sample size (30%)
Senior management	40	12
Middle management	53	16
Lower management	67	20
Staff	440	132
Totals	**600**	**180**

The primary data for this study was collected from Mbagathi District Hospital using questionnaires and complemented by desk research hence ensuring that detailed and relevant information on the subject of study was collected. The study questionnaires consisted of a mixture of open ended and close ended questions. The study used questionnaires because it is flexible and facilitates the capture of in-depth knowledge of the respondents and promotes respondent cooperation.

Data Collection

This study was expected to collect primary data from the respondents through questionnaires. According to Kothari (2004) questionnaires give a detailed answer to complex problems. Additionally, questionnaires are also a popular method for data collection in deduction because of the relative ease and cost-effectiveness with which they are constructed and administered. Questionnaires give a relatively objective data and therefore, are most effective. In this study, questionnaires were used as the main instrument of data collection from the staff members.

Permission was sought from Mbagathi District Hospital to undertake the research study. A letter of consent was then given to the participants explaining the nature of the research as well as what was required of the participants. Questionnaires were administered on the entire sample through personal delivery. The researcher employed telephone calls and personal visits to follow up on the respondents to ensure that they completed the questionnaires. The research assistants picked up the completed questionnaires for those respondents who opted for that choice. The researcher also relied on library and desk research, review of various books, Scholarly journals and articles, reports, internet and publications on the subject matter and related topics.

Pilot Study

Pre-testing enables the researcher to modify and remove ambiguous items on instruments (Kothari & Garg, 2014). This enabled the content validity and reliability of the questionnaire and interview schedule to be used in the study established. Reliability is the stability or consistency of scores over time while validity is refers to the extent to which an instrument truly measures what it is intended to measure or how truthful the research instruments are (Golafshani, 2013). In order to check and improve reliability and validity, a pilot study was undertaken in Mbagathi District Hospital. The developed research instruments were pre-tested using an identical sample in the specified strata and the process helped in appraising the data collection instruments. It also helped to ensure that research instruments were stated clearly and had the same meaning to all respondents. In order to achieve high precision pilot studies, 10% of the sample should constitute the pilot test size (Lancaster, *et al.*, 2012). A total of 13 employees of Mbagathi district Hospital.were sampled for pilot testing. The reliability coefficient of the reseach instruments was checked using Cronbach's alpha where a threshold of 0.70 was used (Sekaran, 2013). The Cronbach alpha valuables of all the variables were above 0.70 implying that that the instrument was sufficiently reliable for measurement..

Data Analysis

Data analysis is the representation of data gathered during a study (Orodho, 2010). This study gathered both quantitative and qualitative data which were coded and analyzed using Statistical Package for Social Sciences (SPSS) computer software. SPSS software was used because of its ability to appropriately create graphical presentations of questions, data for reporting, presentation and publishing. SPSS is able to handle large amount of data and given its wide spectrum of statistical procedures purposefully designed for social sciences, it was also quite efficient (Martin & Acuna, 2012). The analyzed data was presented in the form of frequency distribution tables, pie charts and bar graphs where necessary.

Descriptive statistics were used to analyze the data in frequency distributions and percentages which were presented in tables and figures. Qualitative data was analyzed thematically by categorizing them along themes which were guided by the research questions to establish links between data and major patterns that emerged from the research. Discussions and presentations of the analyzed data were done in tables of frequency distribution, percentages, bar graphs and pie-charts. Measures of dispersion were used to provide information about the spread of the scores in the distribution.

The study also used Analysis of Variance (ANOVA) to analyze the degree of relationship between the variables in the study. This provided an indication to the strength and direction of association between the variables. Multiple regression analysis was used to test relationships between the variables. A self-weighting estimating equation was developed out of the multiple regression analysis to help predict values for a criterion valuable from the values for several independent variables. This method is known to be reliable when there is need to control confounding variables to better evaluate the contribution of the variables, to test and explain casual theories and to estimate population values (Cooper & Schindler, 2011).

In this study, the statistical model was developed from the conceptual framework as follows: the dependent variable (DV) which in the present study is employee performance in the devolved health sector took the variable [Y], and the coefficients of the independent variables (IV) denoted by X_1, X_2,......X4 were used to show the relationship of the

independent variables and the dependent variable. Statistically, analysis was done using the model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$ Where Y= Employee performance in the devolved health sector, β_0 = Intercept; $\beta_1 \ldots \beta_4$ = regression coefficients of independent variables; $X_1 \ldots X_4$ = Independent Variables (recruitment process, reward, training and work environment); e = Error term

This statistical model was necessary in determining the employee performance in the devolved health sector in Kenya. The coefficients show the levels of influence each of the independent variables had on the growth. The regression model was used in this research assuming that the error term follows a normal distribution and is non-auto correlated. The fitted ordinary least squares regression model was tested by the researcher and was found to meet the assumptions of normality of the error term, and non-autocorrelation of the error term.

T statistics and their respective P-values were computed for all the coefficients and used to determine whether the coefficients of the independent variables were significant or not. The insignificant variables were dropped on a further regression analysis to determine the optional model.

RESULTS AND DISCUSSION

Introduction
This chapter is a presentation of results and findings obtained from field responses and data broken into two parts. The first section deals with the background information, while the other section presents findings of the analysis, based on the objectives of the study as explored by the questionnaires where both descriptive and inferential statistics have been employed by use of statistical analysis tools like Cronbach's alpha, correlation analysis and multiple regression analysis. The variables that were analyzed in this study included recruitment, reward, working environment, training and employee performance in the health sector.

Response Rate
From the data collected, out of the 180 questionnaires administered, 135 questionnaires were fully completed and returned making a response percent of 75%. This percentage concurs with Mugenda and Mugenda (2003) who argues that for generalization a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent, thus 75% was excellent for an analysis. This high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants and applied the drop and pick method where the questionnaires were picked at a later date to allow the respondents ample time to fill the questionnaires. This is above the 50% which is considered adequate in descriptive statistics according to Mugenda & Mugenda (2010). The response rate was therefore adequate for the study to make relevant conclusions basing on the responses. Quantitative data obtained from the questionnaires were presented in tables, frequencies and percentages as shown hereafter. Qualitative data gathered from the interviews were thematically analysed along the study objectives and presented as contained herein.

Table 4.1: Response Rate

Response	Frequency	Percentage

Filled-in Questionnaires	135	75.0
Unreturned Questionnaires	45	25.0
Total	180	100

Reliability Analysis

Reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instruments. It is therefore, an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure. In this study, Cronbach alpha which is a reliability coefficient was used to indicate how well the items in the set are correlated to each other. The cronbach alpha was computed in terms of the average inter-correlations among the items measuring the concepts. The rule of the thumb for cronbach alpha is that the closer the alpha is to 1 the higher the reliability (Sekaran, 2008). A value of at least 0.7 is recommended. Cronbach's alpha is the most commonly used coefficient of internal consistency and its computed as; Alpha= Nr÷ 1 r(N 1) Where; r = mean inter item correlation; N = number of items in the scale. Cooper & Schindler (2008) have indicated 0.7 to be an acceptable reliability coefficient. Table 4.2 shows that recruitment process had the highest reliability (α=0.790) followed by work environment (α=0.747), reward system (α=0.714) and training (α = 0.708). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 .Therefore the data collection instrument was relaible.

Table 4.2: Reliability Coefficients

Variable	Cronbach's Alpha	Items
Recruitment process	0.790	5
Work environment	0.747	6
Reward system	0.714	6
Training	0.708	6

Demographic Characterization of the Respondents

The study sought to find out the demographic information of the respondents which included age, highest level of education and duration of service. This was important since it formed the foundation under which the study was fairly adopted in coming up with conclusions. The analysis relied on this information of the respondents so as to categorize the different results according to their acquaintance and responses.

Age of the respondents

The researcher sought to determine if the respondents were old enough to provide valuable responses that pertain to the effects of human resource functions on employee performance. The respondents were required to indicate their age where the study findings indicated that majority (33.3%) indicated that their age bracket was above 50 years. Analysis of findings also indicated that 31.1% of the respondents were between 40 and 50 years of age. The findings further indicated that

25.2% were between 30-40 years and the remaining 10.4% indicated that they were 20-30 years. The finding therefore implies that the respondents were old enough to provide valuable responses that pertain to the effects of human resource function on employee performance in health sector. Hazernberg (2012) associated the education level of employee performance with findings that, those with higher levels of education are more successful because higher education provides them knowledge and modern managerial skills, making them more conscious of the reality of the business or delivery of services world and thus in a position to use their learning capabilities to enhance service delivery. The findings therefore indicate that the respondents have the capacity, skills and management acumen in the organization. These skills may help them handle and interpret their respective services and the emerging issues in the organization on employee performance to the best level possible.
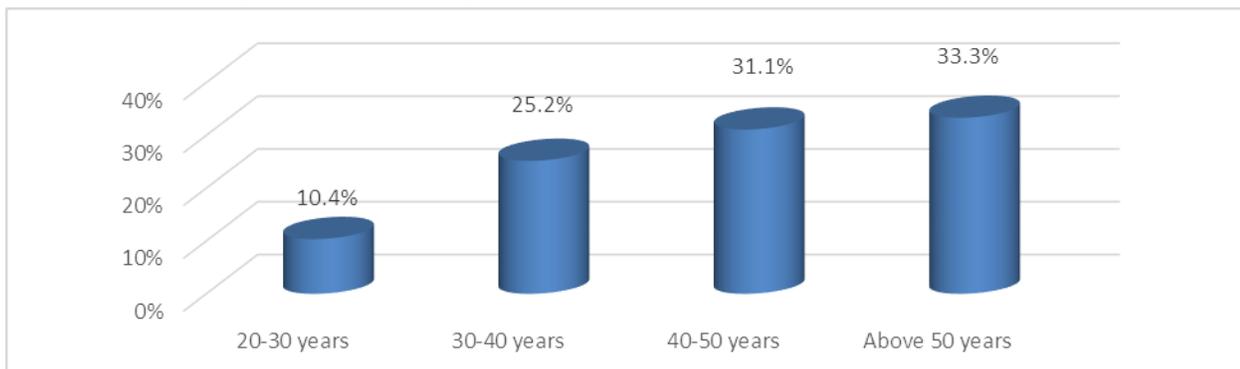
Figure 4.1: Age of the Respondents

Highest academic level

The researcher wanted to find out the highest level of education the respondents had attained. The study findings are as represented in the Table. From the findings, majority (48.9%) had university degrees followed by 42.2% who indicated that they had master degree and the remaining 8.9% indicated that they have attained college diplomas. Therefore the findings conclude that most respondents had adequate education to execute their response pertaining to human resource functions on the performance of employee in the health sector in Mbagathi District Hospital. These findings concur with those of Mitullah (2008) and King and McGrath (2010) who established that majority of those who run health centres are ordinary lot whose educational background is lacking. Another research measuring the impact of general education on employee performance suggests that there is evidence positively linking education and employee performance (Raposo & Arminda, 2011). According to Raposo & Arminda, the level of education of an individual influences the knowledge base, the achievement of skills, competences and attitudes on which future career choices are based including a choice to join in the workforce. These findings are also corroborated by the findings of Kufuor (2014) who established that the health sector is characterized by low levels of education and training of the employed staff.
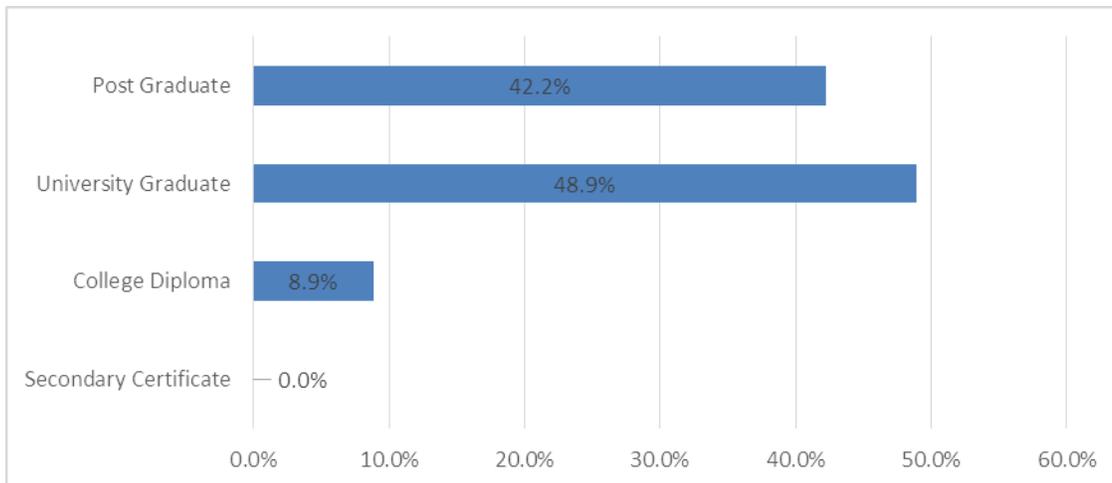
Figure 4.2: Highest academic Level

Duration of service

The researcher sought to determine for how long the respondents had been working in the hospital to determine if it was long enough to provide valuable responses that pertain to the effects of devolved human resource function on employee performance. The respondents were required to indicate the duration they have been working in the hospital. The study findings as indicated in figure 4.3 shows that majority (34.1%) indicated that they have been working in the hospital for more than 10 years. Analysis of findings also indicated that 28.9% of the respondents had worked for duration of 5 and 10 years. The findings further indicated that 24.4% of the respondents had worked in the hospital for between 1 and 5 years. Lastly the research findings indicated that 12.6 % of the respondents had been working in the hospital for less than 1 year. The finding therefore shows that the respondents had worked in the organization long enough to provide valuable responses that pertain to the effects of devolved human resource function on employee performance.

The findings collaborate MCclarty *et al*, (2012) observation that the longer employees stick with their organization the more they demonstrated an explicit motivation that was not for financial gain but a wish to make a difference. This meant that they would invest time and effort to make sure they succeed. It may also imply that work related experiences are important in developing motivation for becoming good in his/work. The study therefore observes that the respondents are experienced people who are in their respective departments for the long haul. Longevity at the organization therefore becomes a trait that ensures continuity and perpetuation of the vision of an organization. Employee performance would ordinarily thrive under such circumstances where their management remains focused in realizing both their objectives and economic outcomes.
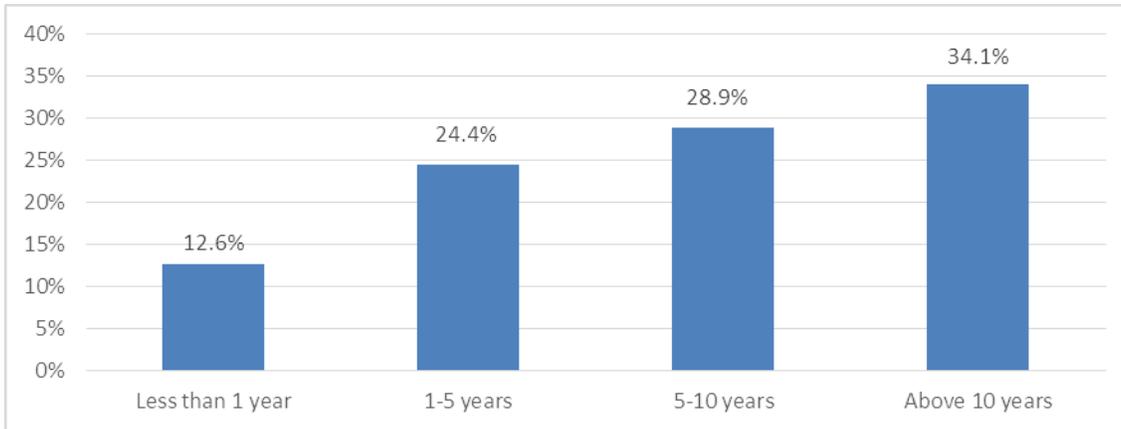
Figure 4.3: Duration of service

Recruitment

The study requested the respondent to indicate whether planning in recruitment process affected their performance in the organization. The results were as shown in Figure 4.4. The study revealed that 46% of the respondents indicated that it enhanced their innovation at work, 58% of the respondents stated that it enhanced their participation at work, 60% of the respondents cited that it enhanced the positive attitude towards work and 55% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that the planning in recruitment process is an important factor to enhance employee performance in the health sector. The findings of the study are in agreement with literature review by Gusdorf (2008) recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications to apply for jobs within an organization and that selection is the process of choosing from a group of applicants the individual best suited for a particular position and for the organization to have employees who can perform and deliver well as expected by the organization. Thus the lack of proper planning in recruitment process at Mbagathi District Hospital affects employee performance in the organization.
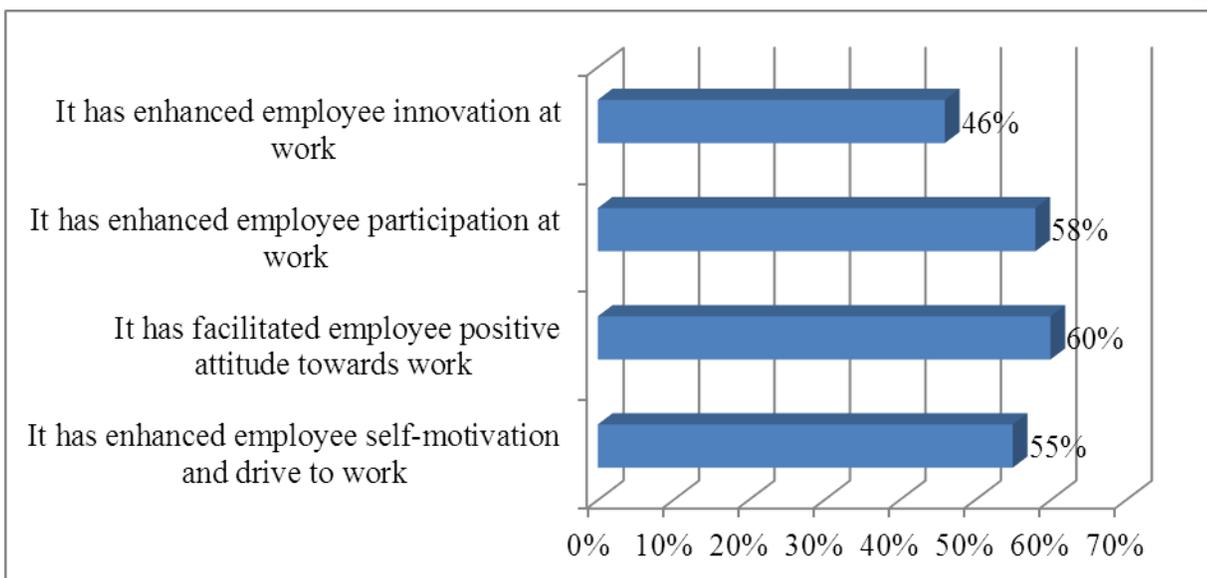
Figure 4.4: Planning in recruitment process on employee performance

The study sought to establish from the respondents whether strategy development in recruitment process affected their performance in the organization. The results were as shown in Figure 4.5. The study results show that 54% of the respondents indicated that it enhanced their innovation at work, 51% of the respondents stated that it enhanced their participation at work, 62% of the respondents cited that it enhanced the positive attitude towards work and 68% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that strategy development in recruitment process play a significant role on enhancement of employee performance in the devolved health sector. The findings of the study are in agreement with literature review by Gusdorf (2008) who stated that planning in recruitment process helps in attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications to apply for jobs within an organization which enables process of choosing from a group of applicants the individual best suited for a particular position and for the organization. People and their collective skills, abilities and experience, together with their ability to deploy these in the interests of the employing organization are now recognized as making a significance contribution to the success of the organization and helps maintain a competitive advantage as enhanced by their performance (Armstrong and Baron, 2002). Thus the lack of planning/ in recruitment process at Mbagathi District Hospital is a constraint towards improvement of employee performance in the organization.
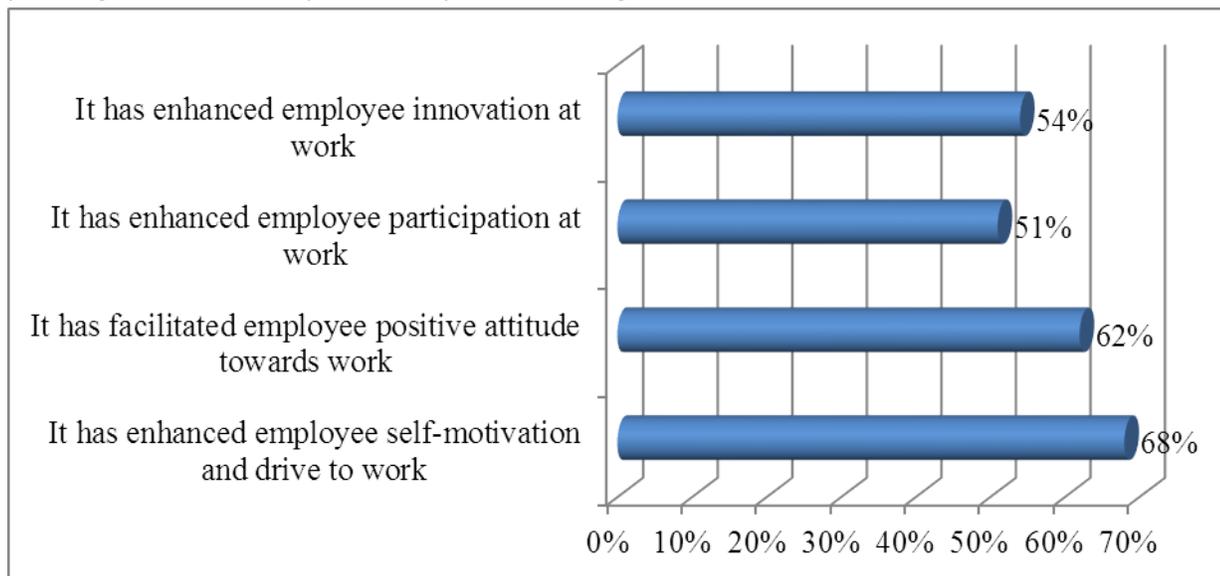

Figure 4.5: Strategy development in recruitment process on employee performance

The research sought to find out from respondents whether evaluation and control in recruitment process affected their performance in the organization. The results were as shown in Figure 4.6. The study results show that 66% of the respondents indicated that it enhanced their innovation at work, 48% of the respondents stated that it enhanced their participation at work, 70% of the respondents cited that it enhanced the positive attitude towards work and 65% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that evaluation and

control in recruitment process play a significant role on enhancement of employee performance in the devolved health sector. This is in line with Armstrong and Baron, (2002) who indicated that evaluation and control of people and their collective skills, abilities and experience, together with their ability to deploy these in the interests of the employing organization are now recognized as making a significant contribution to the success of the organization and helps maintain a competitive advantage. This implies that strategy development in recruitment process is an important factor that can enhance employee performance in the organization. Therefore, the lack of strategy development in recruitment process at Mbagathi District Hospital is a hindrance to achievement of better employee performance in the organization.
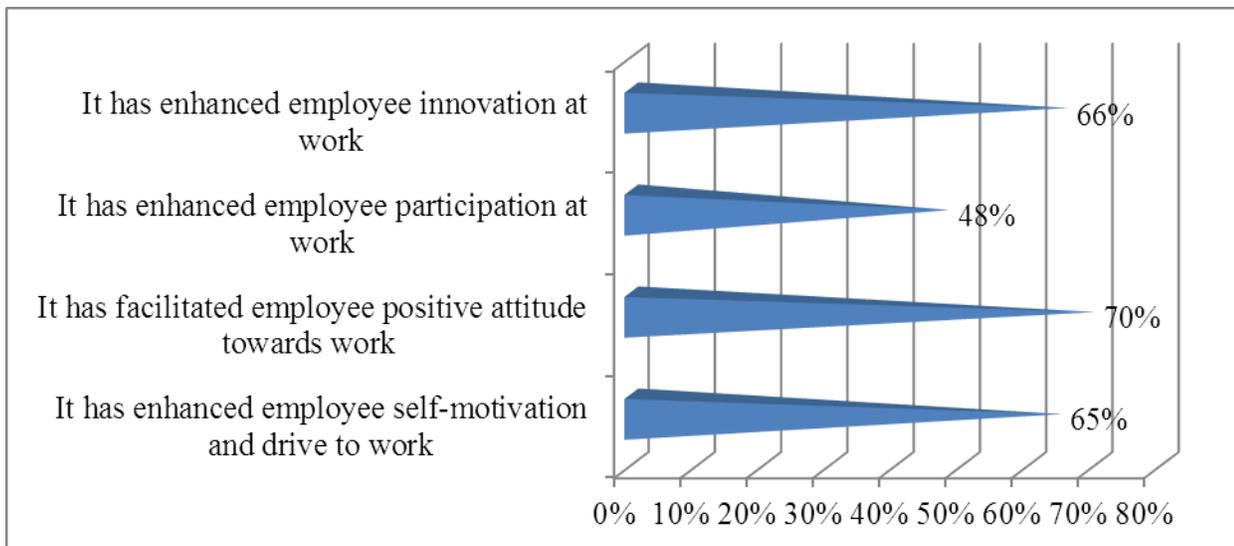

Figure 4.6: Evaluation and control in recruitment process on employee performance

The study sought to find out the extent to which the respondents agreed with the statements regarding the influence of recruitment process on the performance of employees at Mbagathi district hospital. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Disagree ≤ 2.5). The scores of 'Disagree' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Neutral ≤ 3.5). The score of "To Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.3show that most of the respondents agreed that their institutions plan before recruitment process with a mean of 3.89, that their institutions develop strategies for recruitment exercise with a mean of 4.13 and also that searching is essential in their institutions before recruitment exercise with a mean of 3.96. Furthermore the respondents also agreed that evaluation and control is done during recruitment exercise in their institutions with a mean of 4.16 and that screening is done during recruitment in their institutions which had a mean of 3.90. This is in line with Armstrong and Baron, (2002) who indicated that People and their collective skills, abilities and experience, together with their ability to deploy these in the interests of the employing organization are now recognized as making a significant contribution to the success of the organization and helps maintain a competitive

advantage. This implies that recruitment process is an important factor that can enhance employee performance in the organization.

Table 4.3: Effects of recruitment on employee performance

	Mean	Standard deviation
My institution plans before recruitment process	3.89	1.070
My institution develop strategies for recruitment exercise	4.13	0.910
Searching is essential in my institution before recruitment exercise	3.96	0.777
Screening is done during recruitment in my institution	4.16	0.871
Evaluation and control is done during recruitment exercise in my institution	3.90	1.064

Reward

The research sought to establish from respondents whether pay structures in reward affected their performance in the organization. The results were as shown in Figure 4.7. The study results show that 56% of the respondents indicated that it enhanced their innovation at work, 77% of the respondents stated that it enhanced their participation at work, 69% of the respondents cited that it enhanced the positive attitude towards work and 64% of the respondents cited that it enhanced their self-motivation and drive to work. This infers that pay structures in recruitment process is an important to boost employee performance in the devolved health sector. The findings of the study collates with the findings of Mason, (2001) research that employees who get rewarded according to the well-established pay structures and recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. This implies that lack of reward affected employee performance in the organization. Therefore, the proper pay structures for rewarding employees at Mbagathi District Hospital can enhance their performance.
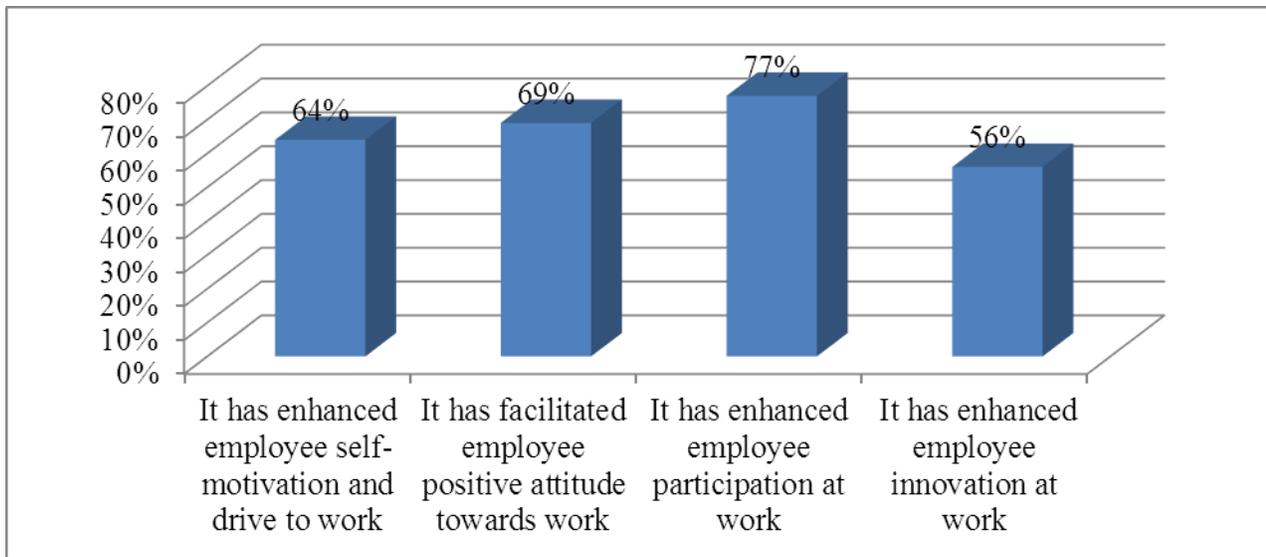
Figure 4.7: Pay structures in reward on employee performance

The studies sought find out from respondents how reward systems affected their performance in the organization. The results were as shown in Figure 4.8. The study results show that 66% of the respondents indicated that it enhanced their innovation at work, 47% of the respondents stated that it enhanced their participation at work, 55% of the respondents cited that it enhanced the positive attitude towards work and 68% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that that reward systems are essential to enhancing employee performance in the devolved health sector. The findings of the study are in agreement with the findings of Mbaya (2011) who established that positively, reward and compensation increased efficiency and effectiveness, productivity and morale. Negatively, labour turnover, reduced productivity and work performance were the effects identified. He recommended that existing reward and compensation systems should be improved in an organization. Therefore, the reward systems at Mbagathi District Hospital if can be properly implemented can motivate and boost employee performance.
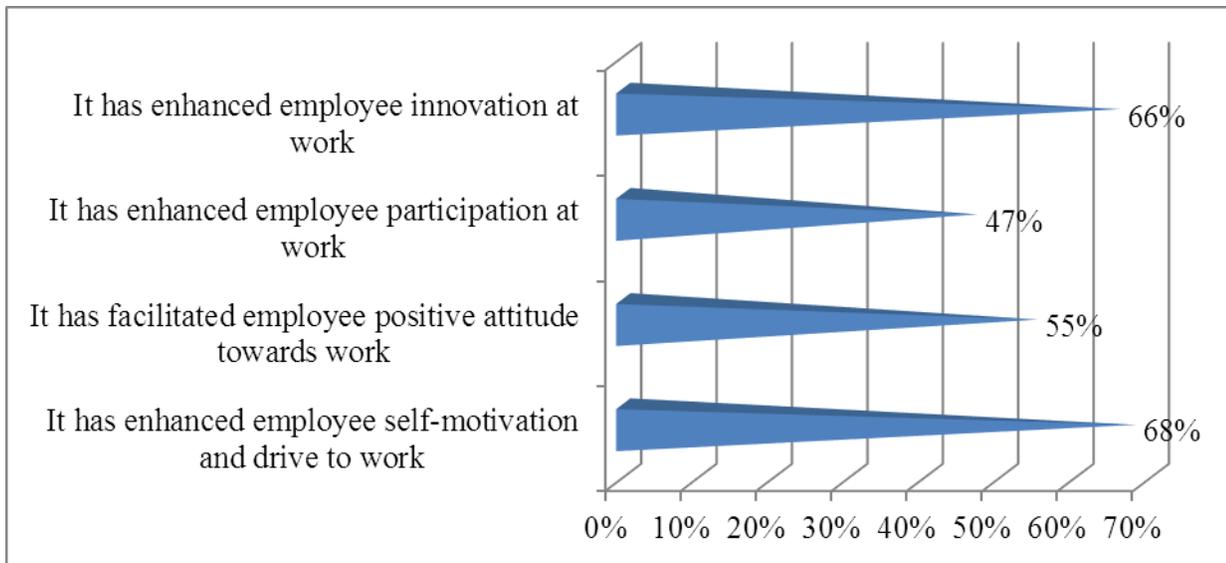
Figure 4.8: Reward systems on employee performance

The study sought to find out from respondents how equity on distribution of reward funds affected their performance in the organization. The results were as shown in Figure 4.9. The study results show that 58% of the respondents indicated that it enhanced their innovation at work, 44% of the respondents stated that it enhanced their participation at work, 57% of the respondents cited that it enhanced the positive attitude towards work and 68% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that that equity on distribution of reward funds is an important factor to boost employee performance in the devolved health sector. The findings of the study corroborates with the findings of Eshun and Duah (2011) who ascertained that equity on distribution of rewards motivate employees, to identify what kinds of rewards employees consider most beneficial at a workplace setting. He further suggests that efficient distribution of reward funds is a motivation of both extrinsic and intrinsic rewards instead of using only one of them. Thus lack of the equity on distribution of reward funds at Mbagathi District Hospital affect employee performance.
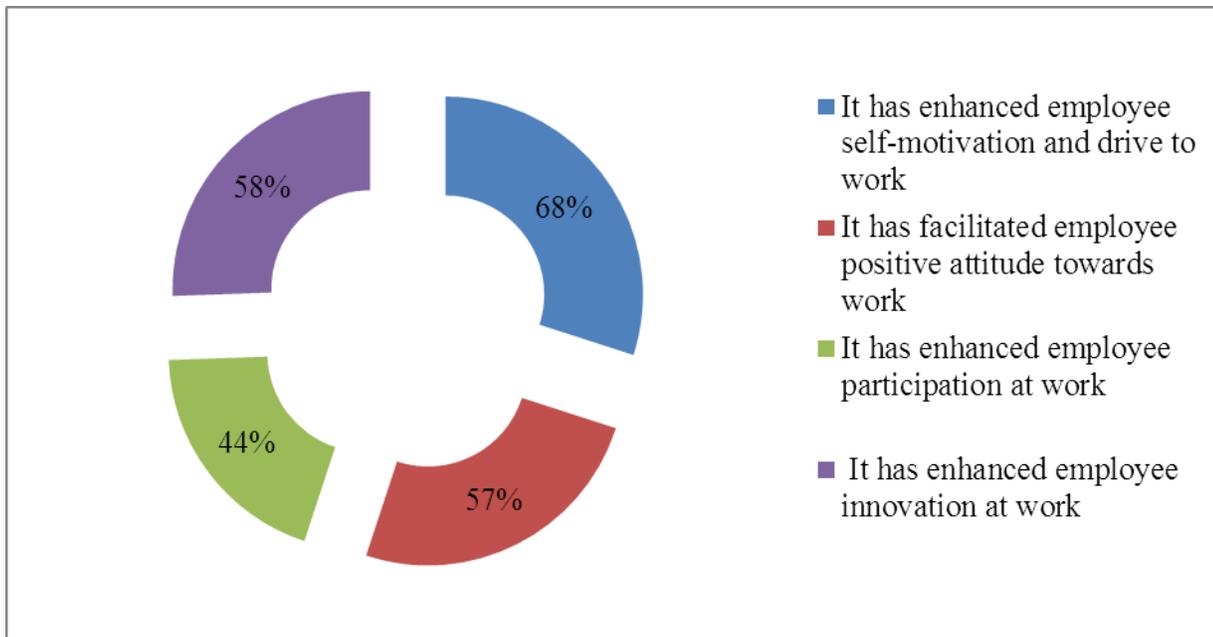
Figure 4.9: Reward systems on employee performance

The researcher wanted to find out the extent to which the respondents agreed with the statements regarding the influence of reward on the performance of employees. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Disagree ≤ 2.5). The scores of 'Disagree' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Neutral ≤ 3.5). The score of "To Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.4

The research findings as indicated in Table 4.4 show that majority of the respondents agreed that they are well rewarded for their services with a mean of 4.24, also that their institutions provide adequate benefits aside from rewarding e.g. Health insurance, sick leave, annual leave, maternity leave with a mean of 4.05, that the reward system provided by their institutions influence their work with a mean of 4.16. The findings also indicated that the respondents agree that the pay structure in their institution is clear and simple with a mean of 4.26 and lastly that the reward system in their institution is effective and efficient with a mean of 4.11. Furthermore the respondents agreed that their institution offer achievement bonuses with a mean of 4.20. This is in tandem with Mason, (2001) research that employees who get rewarded and recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. This implies that lack of reward affected employee performance in the organization.

Table 4.4: Effects of reward on employee performance

Statement	Mean	Standard deviation
I am well rewarded for my services	4.24	1.080
My institution provides adequate benefits aside from rewarding, e.g. Health insurance, sick leave, annual leave, maternity leave	4.05	0.875
The reward system provided by my institution influence my work	4.16	0.735
The pay structure in my institution is clear and simple	4.26	0.930
The reward system in my institution is effective and efficient	4.11	1.041
My institution offers achievement bonuses	4.20	0.700

Training

The study sought to find out from respondents how need analysis in employee training affected their performance in the organization. The results were as shown in Figure 4.10. The study results show that 61% of the respondents indicated that it enhanced their innovation at work, 55% of the respondents stated that it enhanced their participation at work, 35% of the respondents cited that it enhanced the positive attitude towards work and 68% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that that need analysis in training is an important that require attention to enhance employee performance in the devolved health sector.

The findings of the study collates with the findings of Owens(2012) who established that a carrying out a need analysis can lead to a well-trained employee acquainted with the job and will need less supervision. Thus, there will be less wastage of time and efforts. They become an asset for the organization. Increased productivity, Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. Effective training therefore can't be designed until there is full understanding of the organization. He further reiterates that it can only be achieved through SWOT Analysis and a proper understanding of the organization's vision and hence creating a competitive advantage. Training Needs Analysis is also very important to know the training gaps between the employee's current performance and desired performance level (Cole, 2011). Therefore, the need analysis on employee training at Mbagathi District Hospital can enhance employee performance at the hospital.
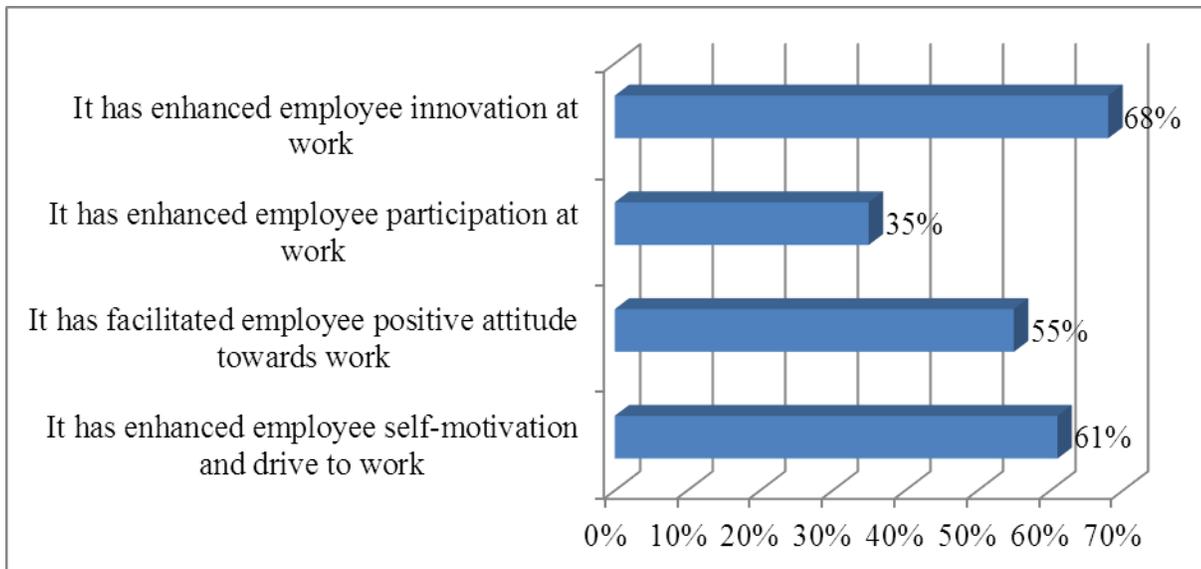
Figure 4.10: Need analysis on employee performance

The study sought to find out from respondents whether development of training programmes and manuals in employee training affected their performance in the organization. The results were as shown in Figure 4.11. The study results show that 70% of the respondents indicated that it enhanced their innovation at work, 65% of the respondents stated that it enhanced their participation at work, 55% of the respondents cited that it enhanced the positive attitude towards work and 60% of the respondents cited that it enhanced their self-motivation and drive to work. This can be deduced that that development of training programmes and manuals in training is an important that require attention to enhance employee performance in the devolved health sector. The findings of the study are in agreement with the literature review by Myrna (2009) says effective training enabled by development of training programmes and manuals is not an isolated event in an organization. Training must be strategic in that it is designed to improve the knowledge, skills and abilities of employees to help them achieve the organization's strategic plan by ensuring that there exists development of training programmes and manuals. Thus lack of development of training programmes and manuals on employee training at Mbagathi District Hospital inhibit employee performance.
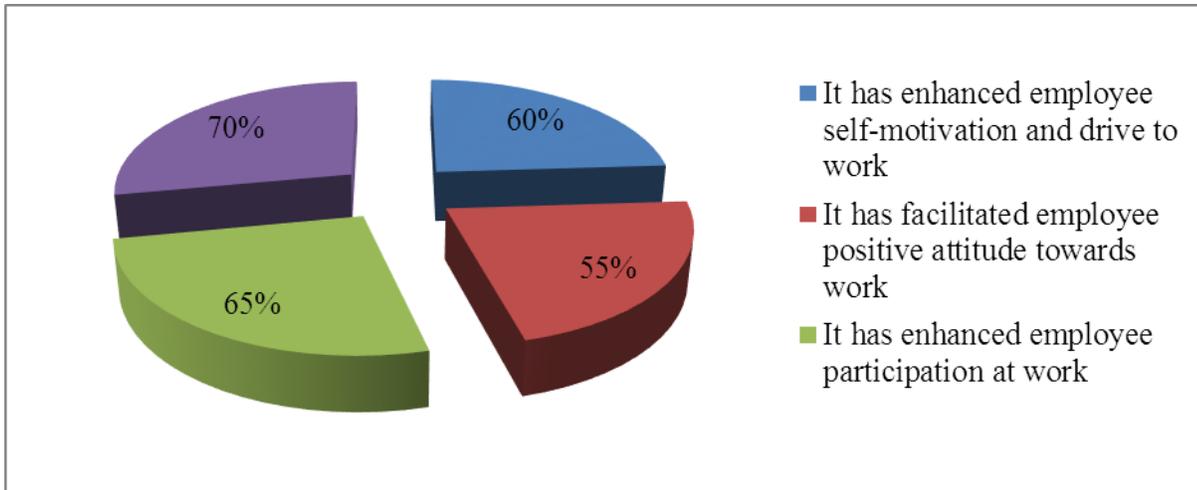
Figure 4.11: Development of training programmes and manuals on employee performance

The study sought to find out from respondents whether evaluation and measurement of training affected their performance in the organization. The results were as shown in Figure 4.12. The study results show that 70% of the respondents indicated that it enhanced their innovation at work, 45% of the respondents stated that it enhanced their participation at work, 66% of the respondents cited that it enhanced the positive attitude towards work and 58% of the respondents cited that it enhanced their self-motivation and drive to work. This can be deduced that evaluation and measurement of training play enhance employee performance in the devolved health sector. The study results are in agreement with the literature review by Srivastara (2009) who observed that there is need to have an evaluation and measurement of training as it clarifies that employees are trained in actual working scenario. This infers that lack of evaluation and measurement of training at Mbagathi District Hospital inhibit employee performance
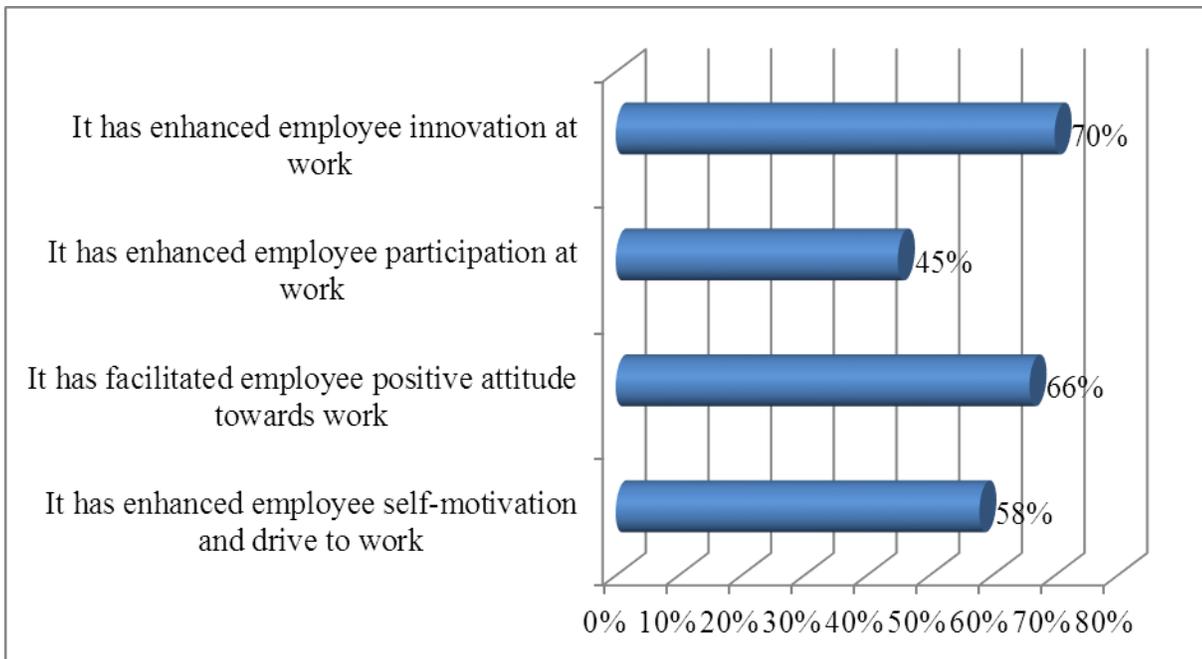
Figure 4.12: Evaluation and measurement of training on employee performance

The researcher wanted to find out the extent to which the respondents agreed with the statements regarding the influence of training on the performance of employees. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq$ Disagree ≤ 2.5). The scores of 'Disagree' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq$ Neutral ≤ 3.5). The score of "To Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq$ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.5 .

The research findings indicted that majority of the respondents agreed that the management provides

opportunity for them to develop personally and professionally as indicated by a mean of 4.14, that their institution provides fair training and development opportunities (3.99), that training opportunities increases employee motivation (4.21), that their institution carries out needs analysis before carrying out training (4.10), that their institution develops training programmes and manuals during training (3.99) and lastly that there is an evaluation at the end of every training exercise as indicated by a mean of 4.22. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained (Raymond, 2008).

Table 4.5: Effects of training on employee performance

	Mean	Standard deviation
The management provides opportunity for me to develop personally and professionally	4.14	1.192
My institution provides fair training and development opportunities	3.99	0.894
In my opinion, training opportunities increases employee motivation	4.21	0.747
My institution carries out needs analysis before carrying out training	4.10	1.099
My institution develops training programmes and manuals during training	3.99	1.075
There is an evaluation at the end of every training exercise	4.22	0.740

Work Environment

The research sought to establish from respondents whether work life balance influenced their performance in the organization. The results were

as shown in Figure 4.13. The study results show that 50% of the respondents indicated that it enhanced their innovation at work, 65% of the respondents stated that it enhanced their participation at work,

67% of the respondents cited that it enhanced the positive attitude towards work and 77% of the respondents cited that it enhanced their self-motivation and drive to work. This infers that work life balance is an important to boost employee performance in the devolved health sector. The findings of the study collates with the findings of Mathaeur (2011) who stated that poor unsafe working conditions such as inflexible working schedules, reduce performance of the health personnel. It is therefore an important goal of human resources management in the health sector to strengthen the motivation of health workers, from heads of health facilities to auxiliary staff. Highly motivated staff will not only perform better but also provide a higher quality of health services. Therefore, the inadequate work life balance at Mbagathi District Hospital affect employee performance
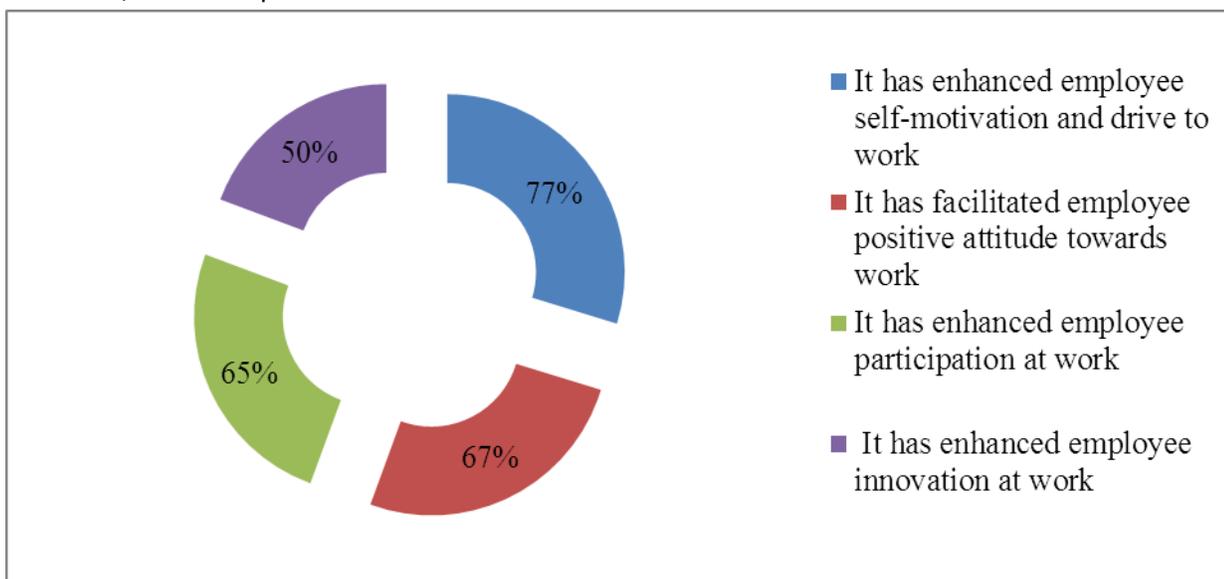

Figure 4.13: Work life balance on employee performance

The study sought to find out from respondents whether motivation and recognition affected their performance in the organization. The results were as shown in Figure 4.14. The study results show that 78% of the respondents indicated that it enhanced their innovation at work, 65% of the respondents stated that it enhanced their participation at work, 55% of the respondents cited that it enhanced the positive attitude towards work and 70% of the respondents cited that it enhanced their self-motivation and drive to work. This can be deduced that motivation and recognition play an important role on enhancement of employee performance in the devolved health sector. This is in line with Claire & Ashraf (2012) who indicate that medical doctors or nurses who are motivated in their current job may also be as less inclined to leave their job or even their country behind in search of alternatives, such as higher salary as well as better working conditions. This can be deduced that lack of motivation and recognition at Mbagathi district hospital inhibit employee performance.
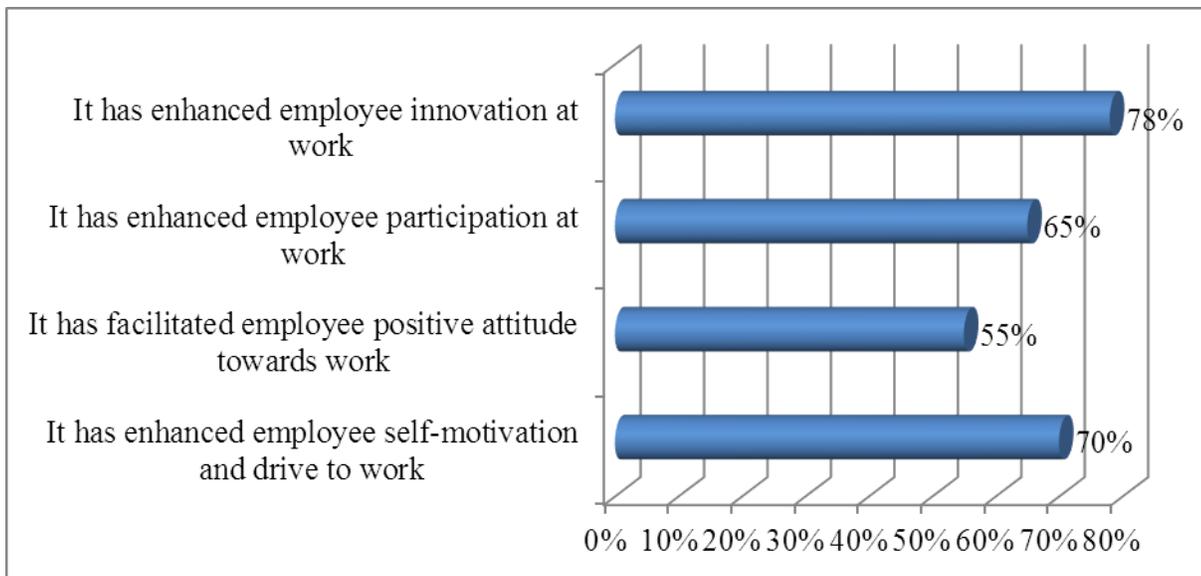
Figure 4.14: Motivation and recognition on employee performance

The study sought to find out from respondents how communication and transparency affected their performance in the organization. The results were as shown in Figure 4.15. The study results show that 44% of the respondents indicated that it enhanced their innovation at work, 66% of the respondents stated that it enhanced their participation at work, 54% of the respondents cited that it enhanced the positive attitude towards work and 58% of the respondents cited that it enhanced their self-motivation and drive to work. This implies that that communication and transparency is an important factor that needs to be enhanced to boost employee performance in the devolved health sector. The findings of the study collates with the findings of Mathaeur (2011) who stated that effective communication and transparency in an organization increase performance of the health personnel. It is therefore an important goal of human resources management in the health sector to strengthen communication and transparency, from heads of health facilities to auxiliary staff. Therefore, communication and transparency on employee training at Mbagathi District Hospital need to be enhanced to boost employee performance.
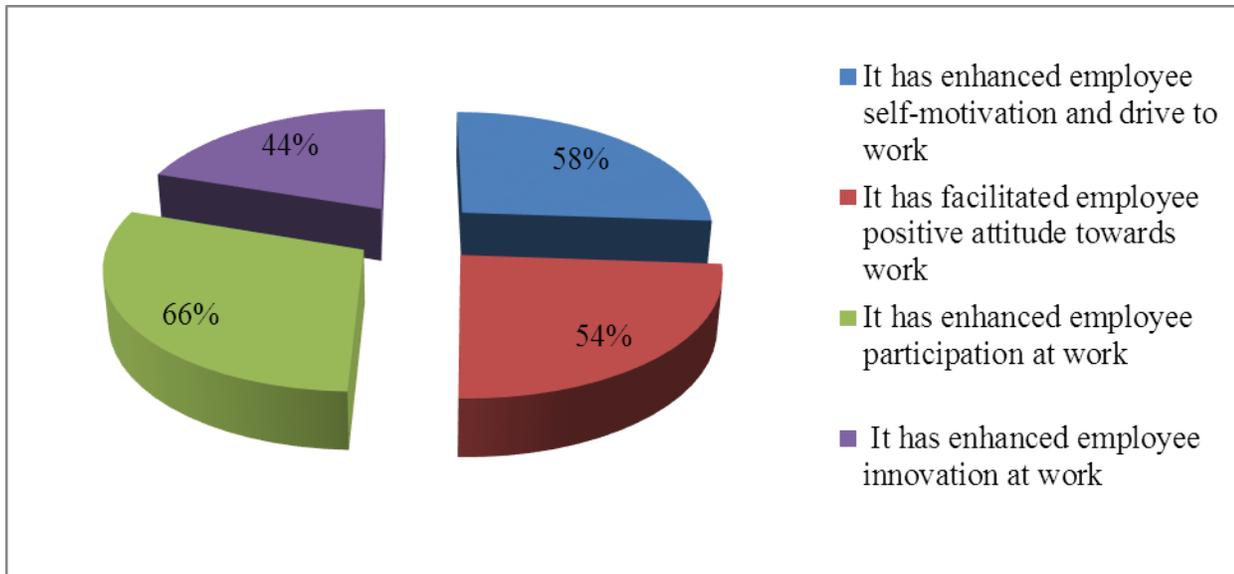
Figure 4.15: Communication and transparency on employee performance

The researcher wanted to find out the extent to which the respondents agreed with the statements regarding the influence of work environment on the performance of employees. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Disagree ≤ 2.5). The scores of 'Disagree' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Neutral ≤ 3.5). The score of "To Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.5.

The findings of the study as indicated in Table 4.6 shows that majority of the respondents agreed that their institutions offer a conducive work

environment as indicated by a mean of 4.08, that support from superiors and co-workers get the employees motivated as indicated by a mean of 3.99, that their institution has a worker friendly corporate culture as indicated by a mean of 4.17. The findings also indicated that the respondents strongly agreed that their institution values motivation and recognition as indicated by a mean of 4.12, their institution ensures that there is team work among employees as indicated by a mean of 3.91and lastly that communication and transparency is valued in their institution as indicated by a mean of 4.18. This is in line with Claire & Ashraf (2012) who indicate that Medical doctors or nurses who are motivated in their current job may also be as less inclined to leave their job or even their country behind in search of alternatives, such as higher salary as well as better working conditions.

Table 4.6: Effects of work environment on employee performance

	Mean	Standard deviation
Conducive work environment is offered in my institution	4.08	1.264

	Mean	Std
Support from superiors and co-workers gets me motivated	3.99	0.894
My institution has a worker friendly corporate culture	4.17	0.758
My institution value motivation and recognition	4.12	1.086
My institution ensures team work among employees	3.91	1.194
Communication and transparency is valued in my institution	4.18	0.752

Employee performance

The researcher wanted to find out the extent to which the respondents agreed with the statements regarding the influence of recruitment on the performance of employees. Concerning the employee performance, the research findings indicated that in 2011, the employee performance was fair with a mean of 2.08. The mean also remained fair at 2.00 in the presiding year. However during the introduction of a transition government in 2013, the mean dropped significantly to 1.68 indicating that various challenges resulting from the introduction of a devolved government. The employee performance was however noted to adjust up significantly after introduction of the devolved government in 2014 to a mean of 4.17. This was a key indication of the positive effects of working under the devolved government for the medical staff in Mbagathi District Hospital.

Table 4.7: Employee performance

Statement	2011		2012		2013		2014	
	Mean	Std	Mean	Std	Mean	Std	Mean	Std
Knowledge and skills	2.19	0.815	2.09	0.796	1.67	0.741	4.11	0.816
External and internal customer service	2.13	0.853	1.68	0.779	1.71	0.759	4.09	0.842
Presentation	2.16	0.839	2.24	0.842	1.76	0.784	4.22	0.798
Control of resources	1.96	0.832	2.04	0.836	1.71	0.781	4.23	0.801
Attendance	2.32	0.834	1.59	0.756	1.67	0.801	4.11	0.816
Communication	1.84	0.836	2.13	0.859	1.72	0.816	4.23	0.837
Team work	1.93	0.839	2.24	0.857	1.53	0.781	4.21	0.811
Overall Score	**2.08**	0.84	**2.00**	0.82	**1.68**	0.78	**4.17**	0.82

Correlation Analysis

Pearson correlation was used to measure the degree of association between variables under consideration i.e. independent variables and the dependent variables. Pearson correlation coefficients range from -1 to +1. Negative values indicates negative correlation and positive values

indicates positive correlation where Pearson coefficient <0.3 indicates weak correlation, Pearson coefficient >0.3<0.5 indicates moderate correlation and Pearson coefficient>0.5 indicates strong correlation.

The analysis of correlation results in Table 4.8 illustrates that between recruitment process and employee performance in devolved health sector show a positive coefficient 0.751, with p-value of 0.007. It indicates that the result is significant at α =5% and that if the recruitment process in increase it will have a positive impact on employee performance in devolved health sector. The correlation results between reward and employee performance in devolved health sector also indicates the same type of result where the correlation coefficient is 0.772 and a p-value of 0.001 which significant at α = 5%. The results also show that there is a positive association between training and employee performance in devolved health sector where the correlation coefficient is 0.679, with a p-value of 0.012. Further, the result shows that there is a positive association between work environment and employee performance in devolved health sector where the correlation coefficient is 0.713, with a p-value of 0.008. This therefore infers that reward contributed most employee performance in devolved health sector followed by recruitment process in employee performance in devolved health sector, then work environment while training had the least influence on employee performance in devolved health sector in the hospital. The correlation matrix implies that the independent variables are very major critical factors of human resource functions that influence employee performance the hospital as shown by their strong and positive relationship with the dependent variable; employee performance in devolved health sector.

Table 4.8: Correlation Coefficients

		Employee performance	Recruitment process	Reward	Training	Work environment
Employee Performance in health sector	R	1.000				
	Sig. (2-tailed)	.				
	N					
Recruitment Process	R	.751	1.000			
	Sig. (2-tailed)	.007				
	N	135				
Reward	R	.772	.654	1.000		
	Sig. (2-tailed)	.001	..044			
	N	135	135			
Training	R	.679	.142	.223	1.000	

	Sig. (2-tailed)	.012	.001	.032		
	N	135	135	135		
Work Environment	R	.713	.037	.046	.223	1.000
	Sig. (2-tailed)	.008	.000	.001	.032	
	N	135	135	135	135	

Multiple Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables (independent) on employee performance in devolved health sector (dependent). The study applied the statistical package for social sciences (SPSS V. 21) to code, enter and compute the measurements of the multiple regressions for the study. According to the model summary Table 4.9, R is the correlation coefficient which shows the relationship between the indepedent variables and depedent variable. It is notable that there extists strong positive relationship between the indepedent variables and depedent variable as shown by R value (0.889). The coefficient of determination (R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explain 79% of the employee performance in devolved health sector as represented by the R^2. This therefore means that other factors not studied in this research contribute 21% of the employee performance in devolved health sector. This implies that these variables are very significant therefore need to be considered in any effort to boost employee performance in devolved health sector. The study therefore identifies variables as critical factors affecting employee performance in devolved health sector in Kenya.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889	.790	.341	.023

Further, the study revealed that the significance value is 0.003 which is less that 0.05 thus the model is statistically significance in predicting how recruitment process, reward, training and work environment affect the employee performance in the devolved health sector. The F critical at 5% level of significance was 22.030. Since F calculated (77.433) is greater than the F critical (value = 22.030), this shows that the overall model was significant.

Table 4.10: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.305	4	3.0764	77.433	.003[a]

Residual	1.788	130	.03973	
Total	14.093	134		

NB: F-critical Value = 22.030

Predictors: (Constant): Rrecruitment Process, Reward, Training and Work environment

The study ran the procedure of obtaining the coefficients, and the results were as shown on the table below. Multiple regression analysis was conducted as to determine the relationship between employee performance in the devolved health sector and the four variables. As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$) becomes:
$Y = 21.127 + 0.679X_1 + 0.852X_2 + 0.545X_3 + 0.639X_4$.
Therefore, the predicted equation will be as follows: Employee performance in the devolved health sector = 21.127+ 0.679(Recruitment Process) + 0.679(Reward) + 0.545(Training) + 0.639(Work Environment) According to the regression equation established, taking all factors into account (recruitment process, reward, training and work environment) constant at zero employee performance in the devolved health sector was

21.127. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in recruitment process will lead to a 0.679 increase in employee performance in the devolved health sector.; a unit increase in reward will lead to a 0.852 increase in employee performance in the devolved health sector, a unit increase in training will lead to a 0.545 increase in employee performance in the devolved health sector and a unit increase in work environment will lead to a 639 increase in employee performance in the devolved health sector. This infers that reward contributed most to employee performance in the devolved health sector in the organization. At 5% level of significance, recruitment process had a 0.004 level of significance; reward showed a 0.001 level of significance, training showed a 0.010 level of significance and work environment showed a 0.008 level of significance hence the most significant factor was reward.

Table 4.11: Coefficient Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		
1 (Constant)	21.127	1.2231	.120	1.615	.006
Recruitment process	.679	.1232	.352	4.223	.004
Reward	.852	.4425	.454	5.724	.001
Training	.545	.3178	.116	2.936	.010

| Work environment | .639 | .2937 | | .263 | 3.247 | .008 |

Optimal Model

This study sought to establish an optimal frame work for the variables according to their ranking from the highest to the least by use of the regression p- values, indicate that the most independent variable for this study reward with a p-value of 0.001; the second most important variable was recruitment process with a p-value of 0.004; following in this order was work environment with a value of 0.008 while training was the least with a value of 0.010.

Figure 4.20: Optimal Framework

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study sought to establish the influence of human resource functions on employee performance in the devolved health sector in Kenya. The study examined theoretical and empirically how various variables influenced performance in the devolved health sector. In assessing human resource function, the study focused on how selected factors (recruitment process, reward, training and work environment) relate to performance in the devolved health sector in Kenya. This chapter summarizes of findings from which conclusions were drawn and recommendations made.

Summary of the Findings

Summary of objectives

Objective One: To examine the influence recruitment process on employee performance in the devolved heath sector in Kenya

From the descriptive statistics, majority of the employees from the research findings show that most of the respondents agreed that their institutions did not plan well before recruitment process, that their institutions had not develop well strategies for recruitment exercise and also that searching is essential in their institutions before recruitment. Further, the respondents also agreed that evaluation and control is done during recruitment exercise in their institutions and that screening is done during recruitment in their institutions. Additionally, the study revealed that the variable statistically, strongly, positively and significantly correlated to employee performance at 5% level of significance as it had a positive relationship with the dependent variable. This implies that the more recruitment process increases the more it influences the employee performance in the devolved heath sector.. Therefore, from the qualitative and quantitative analysis, the findings show that the research which sought to establish the influence of recruitment process on employee performance was achieved because it established that it influenced employee performance in the devolved heath sector.
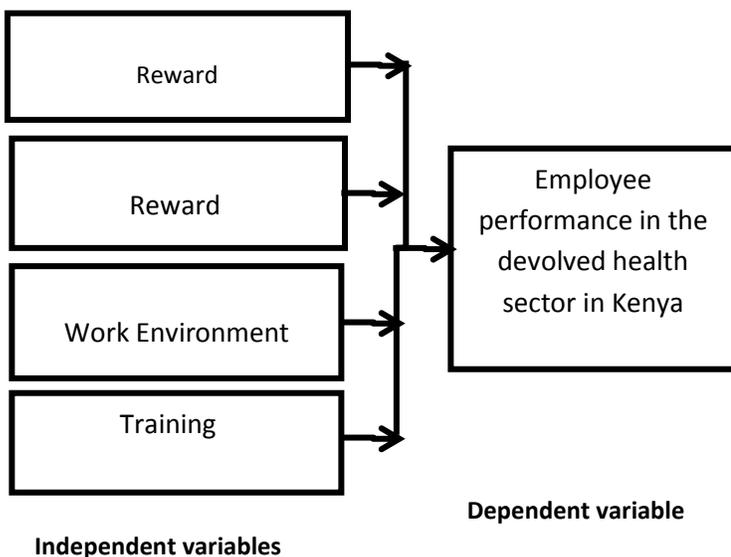
Objective Two: To establish influence of reward on employee performance in the devolved heath sector in Kenya

From the descriptive analysis results showed that majority of the respondents agreed that they were not well rewarded for their services, also that their institutions did not provide adequate benefits aside from rewarding such as health insurance, sick leave, annual leave, maternity leave, that the reward system provided by their institutions influence their work. The findings also indicated that the respondents agreed that the pay structure in their institution was not clear and lastly that the reward system in their institution is ineffective and inefficient. Furthermore the respondents agreed that their institution did not offer achievement bonuses further, the study revealed that the variable statistically, strongly, positively and significantly correlated to employee performance in the devolved heath sector at 5% level of significance as it had a positive relationship with the dependent variable. This implies that the more reward becomes better the more it influences the employee performance in the devolved heath sector. Therefore, the findings show that reward has influence on employee performance in the devolved heath sector.

Objective Three: To establish influence of training on employee performance in the devolved heath sector in Kenya

The descriptive and qualitative results that majority of the respondents agreed that the management did not provide opportunity for them to develop personally and professionally, that their institution did not provide fair training and development opportunities, that training opportunities increases employee motivation, that their institution did not carry out needs analysis before carrying out training, that their institution did not develop training programmes and manuals during training and that there rarely there was evaluation at the end of every training exercise. Further, the study revealed that the variable statistically, strongly and significantly correlated to employee performance in the devolved heath sector at 5% level of significance as it had a positive relationship with the dependent variable This implies that the more training increase the more it influences the employee performance in the devolved heath sector.

Objective Four: To determine effects of work environment on employee performance in the devolved heath sector in Kenya

The findings of the study shows that majority of the respondents agreed that their institutions did not offer a conducive work environment, that support from superiors and co-workers did not get the employees motivated, that their institution did not have a worker friendly corporate culture. The findings also indicated that the respondents strongly agreed that their institution did not value motivation and recognition, their institution did not ensure that there is team work among employees and that communication and transparency is valued in their institution Further, the study revealed that the variable statistically, strongly, positively and significantly correlated to employee performance in the devolved heath sector at 5% level of significance as it had a positive relationship with the dependent variable. This implies that the more the better the work environment the more it influences the employee performance in the devolved heath sector. Therefore, from these descriptive and qualitative results it shows that the study which sought to establish the influence of work environment on employee performance in the devolved heath sector was achieved because it indicates that it influenced employee performance in the devolved heath sector.

Conclusions

The study established that the organization did not plan well before recruitment process, the institutions had not developed well strategies for recruitment exercise and also that searching is essential in their institutions before recruitment. The evaluation and control is not done during recruitment exercise in their institutions and that screening is done during recruitment in their institutions. Additionally, the study found out that employees were not well rewarded for their services, also that their institutions did not provide adequate benefits aside from rewarding such as health insurance, sick leave, annual leave, maternity leave, that the reward system provided by their institutions influence their work. The pay structure in their institution was not clear and was ineffective and inefficient.

Further, the study established that the management did not provide opportunity for them to develop personally and professionally, that their institution did not provide fair training and development opportunities, that training opportunities increases employee motivation, that their institution did not carry out needs analysis before carrying out training, that their institution did not develop training programmes and manuals during training and that there rarely there was evaluation at the end of every training exercise.

Finally, institutions did not offer a conducive work environment as the support from superiors and co-workers did not get the employees motivated. The institution did not have a worker friendly corporate culture and did not value motivation and recognition. It was also established that the organization did not ensure that there was team work among employees and that communication and transparency was lacking. Therefore, it was established that the work environment influenced employee performance in the hospital.

Recommendations

The study recommends that the organization need to plan well before recruitment process starts. There is need to develop well strategies for recruitment exercise and also that searching and selection of potential employees is essential before recruitment. The evaluation and control should be done during recruitment exercise in the organization and screening done effectively.

The employees should be well rewarded for their services; also organization can provide adequate benefits aside from rewarding such as health insurance, sick leave, annual leave, maternity leave, that the reward systems provided by the institution as it influence their work. The pay structure in their institution should be clear and the reward system in their institution should be effective and efficient

The management of the institution should provide opportunity for them to develop personally and professionally. The management should also provide fair training and development opportunities as the training opportunities increases employee motivation. The study also recommends that the institution should carry out needs analysis before carrying out training, develop training programmes and manuals during training and carry out evaluation at the end of every training exercise.

Finally, the study recommends for institutions to offer a conducive work environment such as support from superiors and co-workers get the employees motivated. The institution should have a worker friendly corporate culture that value motivation and recognition of employees. There is need to ensure that there is team work among employees and communication and transparency should be encouraged.

Recommendations for Further Studies

Since this study sought to establish the influence of human resource functions on employee performance in the health sector in Kenya, it was established that from literature review most studies were conducted in Turkey, Malaysia, Europe and a few studies were available in Africa. The studies done in Kenya for example in KNH were not sufficient. Additionally, very little has been undertaken to explore human resource functions on employee performance in hospitals thus the researcher call for further studies to be undertaken in Kenya for generalization of the findings of this study. The variables under the study account for 79% influence on employee performance, this therefore calls for research on other factors that could be influencing employee performance in the health sector in Kenya which could include lack of enough finances from the County Government and poor leadership.

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