

Strategic Human Resource Management Practices and Performance of Employees in the Ministry of Health, Nairobi City County, Kenya

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Abstract

Performance of employees in the Ministry of Health, Nairobi City County has been dismal. There have been instances of inability amongst employees to meet deadlines, low efficiency and dismal productivity. The objectives of the study included; assessing the influence of recruitment, career management, reward and performance appraisal practices on performance of employees in the Ministry of Health. The study was guided by the strategic management and performance theories. The study adopted mixed methods approach and thus applied descriptive research design. The target population comprised of 15 Departmental Heads and 425 employees all totaling to 440. Using the Central Limit Theorem, 132 respondents, that is, 30.0% of 440, was selected. Stratified sampling was applied to create five strata based on the number of departments in the Ministry of Health Nairobi. Heads of department will be selected using purposive sampling whereas 25 employees will be selected from each department using simple random sampling to avoid bias. This procedure enabled the researcher to realize a sample of 5 heads of departments and 127 employees. Questionnaire was used to collect data from employees whereas interviews from heads of departments. Qualitative data was analyzed thematically along the objectives and presented in narrative forms whereas quantitative data was analyzed descriptively using frequencies and percentages and inferentially analyzed using ANOVA Test Analysis with the help of SPSS Version 23. The study established that, at the Ministry of Health in Nairobi County, employees' efficiency, productivity and ability to meet deadlines are low. It is also evident that strategic human resource management practices such as recruitment, career management, reward and performance appraisal practices have not been fully exhausted. Thus, the study recommends that the Ministry of Health should endeavor to train their employees in order to improve the organizational performance. The Ministry of Health should provide employees opportunity to make decisions on how to go about their tasks, seeking employees' input in managerial decisions, delegating to them tasks that they can handle, equipping them with skills required by their jobs, setting achievable targets and incorporating employees in fair evaluation of performance, salary increase and fair administration of rewards. Job performance should be considered in determining the compensation of employee's performance.

Keywords: Strategic Human Resource Management Practices, Performance of employees

1.1 Background of the Study

In global perspective, many government organizations and firms face competition which demands the need for employees to register higher performance through quality services to citizens so as to increase productivity through improved efficiencies and reduced costs. Ivancevich (2007) reports that performance of employees has been a challenge in the world and particularly in the third world countries. Successful organizations have realized that several practices have great impacts to the performance of organizations with human resource being the most critical (Mello, 2006). In a study conducted in the Netherlands, Chan and Kuok (2011) reports that strategic human resource management practice refers to the generally accepted rules or procedures set to guide organization to achieve the set goals as they appear in the mission and vision of the organization. Chan and Kuok (2011) further assert that practices are the processes undertaken to meet the objectives of the organization.

In Sub-Saharan Africa, the scenario is similar. Effective commitment and job satisfaction are desirable outcome of employees' perception on organizational experiences derived from appropriate strategic human resource management practices (Ekwoaba, Ikeije and Ufoma, 2015). The employee behavior outcomes have strongly and consistently been associated with the anticipated results such as efficiency, profitability, productivity and low meeting deadlines among others (Ekwoaba et al, 2015). Strategic human resource management scholars suggest that organizations can use performance and commitment oriented human resource practices to drive the desired organizational effectiveness (Ahmad & Schroeder, 2013). In a study conducted in Nigeria, Wright, Gardener and Moynihan (2011) argue that strategic human resource management practices influence employees' knowledge, skills, motivation and behavior which have an impact on operational efficiency, productivity, profitability, learning and growth.

In Kenya, Ministry of Health, Muchiri and Cooksey (2012) agreed that by empowering employees they get to believe that they form part of the organization. Lagat (2013) reported that performance management is a plan and an all-inclusive process which helps institutions to strive towards attainment of its objectives through proper utilization of its human resources by identifying what each can input into the organization so as to work as teams. However, much still needs to be done to find out how strategic human resource management practices conducted at the Ministry of Health, Nairobi, City County Kenya, influences the performance of employees, thus the study.

1.2 Statement of the Problem

Human resources are the most valuable assets an organization has and efficient use of them foresees any organization at top level. It is important for employees to have a healthy and secure workplace. Every organization whether in the public sector or private sector desires to achieve its goals, objectives, or set targets efficiently and effectively. In the Ministry of Health in Nairobi, performance of employees has been dismal. There have been instances of not meeting deadlines, low efficiency and dismal productivity. As stated in the background, Lagat (2013) reports that most employees at the Ministry of Health have registered and continue to register low efficiency, high instances of not meeting deadlines and low productivity. According to a report by Muchiri and Cooksey (2012), there has been a growing regarding performance of employees and service delivery at the Ministry of Health. However, while above human resource practices are considered to have a positive influence on service delivery, they too may have a

negative effect on staff performance leading to staff turnover if they are not well planned and managed hence causing organizations to perform poorly. Despite these observations, it is not known how human resource plans interplay to enhance productivity of employees, thus, the study.

1.3 Objectives of the Study

The general objective of the study was to investigate the influence of strategic human plans on the performance of employees in the Ministry of Health, Nairobi city County Kenya. The specific objectives were:

- To find out the influence of recruitment practices on performance of employees in the Ministry of Health, Nairobi City County, Kenya.
- To establish how career management practices influence performance of employees in the Ministry of Health, Nairobi, City County Kenya.
- To determine how reward practices influence performance of employees in the Ministry of Health, Nairobi City County, Kenya.
- To assess the influence of performance appraisal practices on performance of employees in the Ministry of Health.

2.1 Theoretical Literature Review

This study was based on strategic management (Kuo, 2009) and performance theories (Walberg, 2002). The strategic management theory describes how managers interact with the supervisors in relation to the information regarding the set goals. Employees should be motivated so as to strive towards increased productivity. Managers all over the world may have achieved managerial success without having basic theoretical knowledge in management. Rationale of using the theory in this study was to enhance staff and management at the Ministry of Health to recognize their participation towards attainment of the organizational goals as they appear in the mission and vision statements. The performance theory states that psychological behavior of an employees and the environment influence performance. Walberg (2002) found out that performance of an employee is influenced by the employee's capability, efficiency, productivity, self-esteem, character, emotions, motivation, and how willing is the employee ready to involve in learning organization. Job evaluation can provide leaders with useful information for proper functioning of the organizations. The importance of this theory in this study was based on the fact that objectives of institutions are considered to consist of employee's feelings of the social environment, innovation, self-concept and interest in their work.

2.1.1 Recruitment Practices and Performance of Employees

Recruitment is a component of human resource function that affects input of employees towards organizational performance. Anderson and Cunningham-Snell (2001) established that even though known, insufficient decisions on recruitment affects employee performance making it difficult for organizations to achieve the set targets. Public service agencies in many different countries have taken long to identify and adopt effective hiring plans. In a study carried out in Pakistani Banks by Haroon (2010) it was noted that

obtaining and maintaining high-quality talent is important to organization's success. That is, it involves hiring employee with right qualifications, positive attitude and sufficient work experience. Haroon (2010) stated that as a result of employees being in the same scale for long and exiting job due to old age, many organizations are not able to identify the right candidates to fill vacancies left.

This implies that recruitment and selection processes are currently the best way to ensure that applicant with the requisite skills and qualities are successfully attracted to the health organizations. In a study conducted in Nairobi County, Okoth (2014) reports that such effectiveness is achievable if the Ministry of Health is can hire staff in possession of the required skills and are ready to determine their destiny as far as knowledge acquisition is concern in order to reduce on training expenditure, staff turnover, poor performance and dissatisfied customers. However, Okoth (2014) as did other empirical studies have not articulated how different recruitment practices adopted by the Ministry of Health impact on performance of employees; hence the need for the study.

2.1.2 Career Management Practices and Performance of Employees

This is the process by which individuals gather information about a specific carrier by assessing its strengths and weaknesses so as to develop a career goal which will concentrate on strategies to increase the profits. Greenhaus, Callanan and Godshalk (2008) found out carrier management process to include discovery, developing career goals, and applying career strategies so as to achieve career goals. Institutions require employees with necessary skills and knowledge so has to take advantage of their competitors. Greenhaus et al (2008) agrees that in the changing world, organizations need ongoing professional and managerial development programs. Parties involved will have to put in place structures and processes to support the development of employees.

In a longitudinal study carried out amongst 124 employees in five Commercial Banks in the United States, Hall (2014) revealed that banks which provided opportunities for their employees to undergo continuous professional training leave for personal development and exchange programmes registered higher productivity compared with their competitors who did not. A study carried out in Machakos Level V Hospital by Musyoka (2013) revealed that employees were anticipating more than what their jobs offered in the changing environment. Okoth (2014) stressed the importance of career development management to employees and the institution. However, this is not the case in the Ministry of Health; Nairobi County which is characterized by undefined career advancement which has killed morale of employees. Further, the study by Okoth (2014 did not indicated how different approaches and practices adopted by the Ministry of Health influence performance of employees.

2.1.3 Reward Practices and Performance of Employees

Motivation and interest arouse an employee's curiosity to perform, respond and attend to subject matter. According to Armstrong (2004), employee's ability to perform is affected by both extrinsic motivation, that is, their engagement with an activity in order to receive reward or avoid punishment and intrinsic motivation, that is, engagement because it is personally satisfying and unrelated to the external reward or punishment they might receive.

These points to the fact that strategic motivation practices most organizations adopt play critical roles in enhancing employee's performance in the organizations. Al-Jabari (2013) posits that the vast amount of research, which has been done on the relationship between these two types of motivation and performance of employees, indicates that intrinsic motivation is of particular significance to sustained employee performance. In Kenya and the Ministry of Health in particular, motivation strategies managers adopt play an influential role in organizations and act as a primary source of gendered messages received by employees (Okoth, 2014). Mogaka (2011) and other empirical studies have fallen short of specifying how motivation practices and approaches enhance performance of employees.

2.1.4 Performance Appraisal Practices and Employees' Performance

Performance appraisal is a human management technique adopted to evaluate the performance of an employee. According to Nykodym, Simonett and Welling (2009), performance appraisal analyses the achievements attained in regard to the targets set. It further looks into areas where the target was not made to establish the courses for none performance. Through performance appraisal employees are rewarded according to the targets achieved. Employees' development and training for potential performance improvement. It provides information for succession planning to validate selection process and training which encourages supervisory understanding of the subordinates. In a study conducted in the Netherlands, Hackman and Oldham (2000) assert that performance appraisal is a means through which an individual's performance is assessed towards the attainment of organizational goals. It provides necessary information about a worker's performance by identifying the training needs of an individual and reward plans such as advancement, promotion, pay increase, demotion and work or performance improvement plans.

In most countries in Africa, Greasley, Bryman, Dainty, Price and King (2005) asserted that several institutions used different methods of appraisal depending on the platforms they were operating on though similar checklists were used on similar skills of employees to ensure employers were receiving their profits. In most firms in Kenya, appraisal assists to flag the needed skills required by an employee so as to organize the necessary training. It also sets grounds for salary increment and allowances (Muchiri, 2011). However, appraisal system is hindered by lack of standards, unreliable reward systems and untrained supervisors. For instance, in a study conducted in Kisumu Municipality amongst middle cadre employees, Wafula (2014) revealed that performance appraisal practice was not considered in improving the performance of the employee. Wafula (2014) noted that most employees who were rated below their expectations were hearted and discouraged as they feel that their supervisors acted with bad intentions. Differences on the inputs and targets may result to conflict which may continue over the years, Nzuve (2007) reported that the Ministry of Health, Nairobi, Kenya uses performance appraisals to measure the performance of employees and to access salary and wage increment. However, performance appraisal is also associated with other benefits among them job security, status, eligibility for promotion. However, in some instances it may be associated with biasness. Appraisal shows the capability of the worker as it assesses the performance of the worker. Nzuve (2007) failed to articulate how different performance appraisal practices interplay to enhance performance of employees; hence the study.

3.1 Research Methodology

The study employed Descriptive research design as it gave complete description of persons, events, or group (Burns & Grove, 2003). Quantitative method was used to gathered huge information on the reasoning capabilities of the responndents and exhausted the problem as given by (Kothari 2005). Quantitative research was used to arrieve at numbers which were transformed into usable statistics. Attitudes, views, actions and other stated variables were quantified. Measurable information was used to put together facts and unearh patterns. Results were generalized from the entire population. The target population comprised of 15 Departmental Heads and 425 employees. One hundred and thirty-two respondents were considered using the Central Limit Theorem. Stratified sampling was applied to arrive at five strata classified as per the number of departments in the Ministry of Health Headquarters. From each department, head of department was selected using purposive sampling. By use of simple random sampling 25 employees were chosen from each department.

A self-designed questionnaire with closed-ended test items was used to gather quantitative information from the 127 employees whereas interviews were used to gather qualitative information from heads of departments. Piloting was conducted amongst 13 employees who consisted ten percent of the population selected for the study as by Kothari (2005), Validity was measured against construct and content of the instruments. In this regard, instruments validity was measured through consultation with experts and professionals in related studies and researchers who have participated in similar studies. Test retest technique was used in establishing the reliability of the instruments.

Test items in the questionnaire were used to group respondents twice at intervals of two weeks. Calculation of the reliability coefficient between the two sets of scores was done using Cronbach Alpha Method and the results were as follows; Objective 1, $r = 0.608$, objective 2, $r = 0.696$, objective 3, $r = 0.620$ and objective 4, $r = 0.663$ which on average results in $r = 0.647$. The test items were reliable and thus consistent.

3.2 Data Collection Procedures

Data was collected in two stages after obtaining the letters of authorization and permits from the relevant authorities. The sampled departments were pre-visited in order to make appointment with the respondents and to get used with the respondents before the commencement of the study. The employees were issued with the questionnaires to administer. Those willing to fill were given sometime to fill then the questionnaire was collected. Those who were busy on the material day for issue were given sometime to fill. The questionnre was later collected after some days. Heads of the departments were interviewed.

3.3 Data Analysis Procedures

Qualitative data was analyzed thematically along the research objectives and presented in narrative forms whereas quantitative data was analyzed descriptively using frequencies and percentages and inferentially analyzed using ANOVA Test Analysis with the help of Statistical Packages for Social Science (SPSS Version 23). Analysis of Variance (ANOVA) was carried out to test the significance of the overall model, while also testing null hypotheses of the study. The decision rule for F-statistic was to reject the null hypothesis if p-value is smaller or equal to the critical value of 0.05 level of significance or to accept the

null hypothesis if p-value is greater than the critical value 0.05 level of significance (Kothari, 2005). The quantitative findings were presented using tables and charts.

4.0 RESEARCH FINDINGS AND DISCUSSIONS

Research findings and discussions were presented as per the research objectives

4.1 Recruitment Practices and productivity in the Ministry of Health, Nairobi County, Kenya

The study sought to establish influence of recruitment practices on performance of employees in the Ministry of Health. The study established that 25.0% of the employees indicated that levels of efficiency is good, slightly less than a third 32.3% indicated that efficiency levels are fair, whereas 42.7% indicated that efficiency levels are below average. Only 29.8% of the employees indicated that levels of employees' productivity are good, 30.6% indicated that productivity is fair whereas slightly more than half (54.8%) indicated that levels of employees' productivity are below average. Slightly more than a third (34.7%) of the employees indicated that absenteeism levels are good, a quarter (25.0%) indicated that absenteeism levels are fair whereas 40.3% indicated that levels of absenteeism are below average. In the same vein, a quarter (25.0%) of the employees indicated that rates at which employees meet deadlines are good, 27.4% indicated that such levels are fair whereas 47.6% indicated that levels of meeting deadlines are below average. During the interviews, departmental heads also admitted that performance of employees at the Ministry of Health has been at its bottom level. The findings affirmed the fact that performance is measured through efficiency, benchmarking, set targets and the financial measurement. The study also established that 52.4% of the employees indicated that the Ministry of Health very often set requirement for recruitment, 19.4% indicated that the Ministry often set requirements, 21.0% indicated sometimes whereas 7.2% indicated never.

Majority (63.7%) of the employees reported that the Ministry of health very often advertise existing vacancies, 21.8% indicated that the Ministry of Health often advertise, 9.7% indicated that it sometimes advertises whereas 4.8% indicated never. 40.3% of the employees indicated that the Ministry of health very often select successful candidates for recruitment, a quarter (25.0%) indicated often, 24.2% indicated sometimes whereas 10.5% indicated never. During the interviews, departmental heads also responded in favor of the view that the Ministry of Health often sets requirements for a job placement, advertises the existence of such vacancies and selects successful candidates. These findings are consistent with the findings of a study conducted in Kuala Lumpur by Stewart and Knowles (2014) which revealed that the availability of competent and efficient lab our force does not happen by gambling but through an articulated recruitment exercise. In other words, larger corporations implement sophisticated recruitment processes with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice (Stewart & Knowles, 2014). These findings point to the fact that the success of any organization heavily depends on its ability to attract and hire the right personnel with the necessarily required skills.

The study also established that 71% of the respondents strongly agreed that the Ministry of Health sets requirements while recruiting staff though it has rarely enhanced their efficiency, and productivity at work.

On the other hand, 12.3% of the respondents agreed, 1.3 % of the respondents were not decided, 10.1% disagreed while 5.3% strongly disagreed to the test item. It was clear that 66.9% of the respondents were in agreement that setting requirements before recruiting employees at the Ministry of health has rarely reduced absenteeism levels as did 13.2% of the employees. Thus, these findings affirm the fact that setting requirements for recruitment is a vital function of human resource management practice for any type of business organization. 2.4% of the respondents were not decided while 12.7% disagreed and 4.8% totally disagreed. 80.5% of the employees strongly agreed that the Ministry of Health usually advertises existing vacancies before recruiting staff which enhances their efficiency, and productivity at work. 12.4% of the employees agreed with the test while 1.6% of the employees were undecided, 3.3% disagreed and 2.2% strongly disagreed with the test. As for the test that existing vacancies are advertised before recruiting employees at the ministry of health which has reduced levels of absenteeism the findings were that 67.4% of the Employees strongly agreed with the view 19.7 % agreed, 3.5% were undecided, 5.3% disagreed and 4.1% strongly disagreed. Interviews for departmental heads also indicated that advertising existing vacancies before recruitment is often conducted at the Ministry of Health.

One departmental head reported, that the ministry advertises the existing vacancies so to attract the right personnel. 69.6% of the employees strongly agreed with the view that the Ministry of Health rarely selects successful candidates to enhance efficiency, and work productivity as did 13.8% of the employees. On the other hand, 1.6% of the employees were undecided, 10.6% disagreed whereas 4.4% strongly disagreed. On the test whether selection of successful candidates at the ministry of health has reduced absenteeism of the respondents 61.8%strongly agreed,14.5% agreed, 2.1%, were undecided, 15.2% disagreed and 6.4% strongly disagreed. However, departmental heads discounted the view that the Ministry of Health rarely selects successful candidates to enhance efficiency, and work productivity. It is taking a long time for public service agencies in many jurisdictions to identify and implement new, effective hiring strategies.

Table 4.1: ANOVA Analysis of the Difference between Means of Frequency of Adherence to Recruitment Practices, Employees’ Efficiency, Productivity and Rates of Meeting Deadlines

	Sum of Squares	df	Mean Square	F	Sig
Frequency of Adherence to Recruitment Practices	595.865	3	198.622		
Efficiency	4999.280	3	1666.427	21.389	.001
Productivity					
Rates of Meeting Deadlines	701.195	9	77.911		
Total	5700.475	12	475.040		
Total	6296.340	15	419.756		

Grand Mean = 15.650

Source: SPSS Generated Data (2017)

ANOVA analysis also showed a significance level of 0.001 that indicated information collected was ideal for drawing conclusion on the sample. P-value of 0.001 was less than 5%, The results were statistically significant and that there is a significant difference between means of the frequency of adherence to

recruitment practices adopted by the Ministry of Health and employees' efficiency, productivity and rates at which they meet their deadlines. Thus, the Null Hypothesis, **Ho1**, is rejected. These findings thus affirm the fact that recruitment practices adopted by the Ministry of Health play a pivotally important role in shaping the Ministry's effectiveness and performance of employees. Such effectiveness is achievable if the Ministry of Health can hire employees in possession of the required skills and are willing to undertake development courses to equip themselves with the current changes in the market so as to compete well in the competitive market. This will result in reduced employee turnover, low training costs, and it will improve the morale of employees.

4.2 Career Management Practices and Performance of Employees in the Ministry of Health, Nairobi County

The study established that only 29.0% of the employees indicated that the Ministry of Health very often arranged for continuous professional training for employees, 14.5% indicated that the Ministry often organize such opportunities, 45.2% indicated sometimes whereas 11.3% indicated never. Slightly more than a third (33.9%) of the employees reported that the Ministry of health very often plan for exchange programmes, 13.7% indicated that the Ministry of Health often plan for exchange programmes, 41.1% indicated that it sometimes plans whereas 11.3% indicated never. 40.3% of the employees indicated that the Ministry of health very often provide opportunities for employees' personal development, a quarter (25.0%) indicated often, 24.2% indicated sometimes whereas 10.5% indicated never. Departmental heads who were interviewed discounted the views expressed by the employees. One departmental head said that the ministry organizes exchange programs for the employees. This implies that parties involved should put in place of systems to assist in the training of workers.

It was also revealed that slightly 55.9% employees were of the opinion that the Ministry of Health rarely organizes for continuous professional training to enhance efficiency, and productivity at work. At the same time, 15.1% agreed. On the contrary 2.8% was undecided, 16.8% did not agree, 9.4% totally disagreed. 59.1% of the employees were of the opinion that organizing for continuous professional training of employees by the Ministry of health has rarely reduced levels of absenteeism as did 23.5% of the employees. However, 2.7% of the Employees were undecided, 5.9% disagreed whereas 8.8% strongly disagreed.

However, during interviews, departmental heads refuted the view that the Ministry of Health does not organize for employees' professional development. One departmental head pointed out that the ministry organizes for training and development courses for the employees. The findings show that career development covers the entire life that an employee spends on the institution starting from the time he/she enters the organization up to the time of exit. Similarly, slightly more than half (58.9%) of the employees strongly agreed with the view that the Ministry of Health rarely plans for exchange programs for employees to enhance efficiency, and productivity at work as did 17.2% of the employees. However, 2.0% of the employees were undecided, 19.3% disagreed whereas 2.6% strongly disagreed.

Majority (78.4%) of the employees strongly agreed with the view that planning for exchange programmes for employees by the Ministry of health has rarely reduced levels of absenteeism as did 11.1% of the

employees. However, 2.1% of the employees were undecided, 3.9% disagreed whereas 4.5% strongly disagreed. During interviews, the departmental heads did not respond in favor of the view that the Ministry of Health rarely plans for exchange programmes for employees to enhance efficiency, productivity at work and reduce absenteeism. This implies that employee development is the foundation on which the confidence and competence of individual staff is built. With the test that the Ministry of health rarely provides opportunities for employees’ personal development to enhance efficiency, and productivity at work the results were that 54.9 % of respondents strongly agreed with the view, 20.2% agreed, 3.0% were undecided, 15.3%disagreed whereas 6.6% strongly disagreed.

The study also revealed that majority (62.4%) of the employees strongly agreed with the view that providing opportunities for personal development amongst employees by the Ministry of health has rarely reduced levels of absenteeism as did 21.1% of the employees. However, 4.1% of the employees were undecided, 5.9% disagreed whereas 6.5% strongly disagreed. The departmental heads disagreed with the employees in that the Ministry of Health rarely provides opportunities for employees’ personal development to enhance efficiency, and productivity at work. These findings thus affirm the fact that career advancement affects the motivation of employees and different approaches and practices adopted by the Ministry of Health influence performance of employees. These findings therefore agree with the assertion that career management is the process by which employees’ gathers market information concerning employment So as to set goals or plans on how to suit into the market demands.

Table 4.2: ANOVA Analysis of the Difference between Means of Frequency of Employees’ Professional Training, Employees’ Efficiency, Productivity and Rates of Meeting Deadlines

	Sum of Squares	df	Mean Square	F	Sig
Frequency of Employees’ Training	724.452	3	241.484		
Efficiency	4503.668	3	1501.223	20.445	.001
Productivity					
Rates of Meeting Deadlines	660.857	9	73.429		
Total	5164.525	12	430.377		
Total	5888.977	15	392.598		

Grand Mean = 17.588

Source: SPSS Generated Data (2017)

ANOVA analysis generated a significance level of 0.001 which showed that the data can be used for making a conclusion as the p-value of 0.001 was <5%, The results showed a significant difference between averages of the frequency of employees’ professional training and employees’ efficiency, productivity and rates at which they meet their deadlines. The Null Hypothesis, **H₀₂**, should be rejected as the p-value was 0.046<0.05. The findings point to the fact that career advancement affects the motivation of employees and different approaches and practices adopted by the Ministry of Health influence performance of employees. Institutions require workers in possession of the needed knowledge and skills.

4.3 Reward Practices and Performance of Employees in the Ministry of Health, Nairobi County, Kenya

The study also revealed that only 30.6% of the employees indicated that the Ministry of Health very often offer material rewards to employees, 16.1% indicated that the Ministry often offer material rewards, 41.9% indicated that sometimes the Ministry of Health offer material rewards whereas 11.3% indicated never. 55.6% of the employees agreed that the Ministry of health very often offer social rewards such as recognition and praises, 17.7% indicated often, 16.1% indicated sometimes whereas 10.6% indicated never. Slightly less than a third (32.3%) of the employees indicated that the Ministry of Health very often set reward policies, 18.5% indicated often, 41.1% indicated sometimes whereas 8.1% indicated never. During the interviews, departmental heads indicated that the Ministry of Health does offer material and social rewards and that the Ministry of Health has reward policies. Strategic motivation practices adopted by institutions play important roles in improving performance of employees in organizations. The study also revealed that slightly more than half (fifty eight percent) were of the opinion that the Ministry of Health does offer material rewards to excellent performance to enhance to enhance efficiency, and productivity at work. 21.6% agreed, while 4.1% of the employees were not decided. 10.4% disagreed, 5.1% strongly disagreed. The study revealed 61.6% employees strongly agreed that by offering material rewards to excellent performance, the Ministry of Health has reduced levels of absenteeism as did 17.7% of the employees. 3.9% of the employees were not decided. 10.5% did not agree while 6.3% strongly disagreed. The departmental heads also echoed these sentiments that the Ministry of Health offer both social and material rewards to enhance employees' efficiency, productivity and reduce absenteeism. These findings lend credence to the assertions of Al-Jabari (2013) that an individual's inside motivation is influenced by organization management practices which promotes an employee's sense of responsibility. These findings thus attest to the fact that strategic motivation practices adopted by most organizations play critical roles in enhancing employee's performance.

Fifty-nine-point nine percentage employees supported that the Ministry of Health rarely recognizes and praises well-performing employees to enhance efficiency, and productivity at work as did 19.8% of the employees. However, 2.5% of the employees were undecided, 12.2% disagreed whereas 5.6% disagreed, 65.9% agreed that recognizing and praising well-performing employees by the Ministry of Health has not reduced levels of absenteeism as did 13.4% of the employees. However, 3.7% of the employees were undecided, 10.3% disagreed whereas 6.7% strongly disagreed. The departmental heads, however, disagreed with the employees. One departmental head noted, that the ministry offers material ad social rewards like recognition and praises as a way of motivating the employees.

These findings agree with the findings of a study conducted in Ethiopia by Hamdan and Defever (2010) that in organizations where management offers different forms of motivation to employees, their number tends to increase as more get enrolled. Hence, these findings affirm the fact that reward or motivation strategies managers adopt play an influential role in organizations. 69.1% of the employees were in agreement that the Ministry of Health has a reward policy which has not enhanced employees' efficiency, and productivity at work. 18.1% agreed, 2.8% of the Employees were not decided. 7.0% disagreed whereas 3.0% strongly disagreed. Similarly, slightly 59.9% of the employees conquered with the view that setting

a reward policy has not enabled the Ministry of health to reduce levels of absenteeism as did 19.8% of the employees. However, 2.5% employees were not decided, 12.2% did not agreed, while 5.6% totally did not agree. During the interviews, departmental heads however, indicated that the Ministry of Health has a reward policy of motivating well-performing employees.

One departmental head reported that the Ministry usually rewarded employees who met their targets.

Table 4.3: Analysis of the Difference between Means of Frequency of Rewarding Employees, Employees’ Efficiency, Productivity and Rates of Meeting Deadlines

	Sum of Squares	df	Mean Square	F	Sig
Frequency of Rewarding Employees	610.153	3	203.384		
Efficiency	4782.168	3	1594.056	20.638	.002
Productivity	695.157	9	77.240		
Rates of Meeting Deadlines	5477.325	12	456.444		
Total	6087.477	15	405.832		

Grand Mean = 16.338

Source: SPSS Generated Data (2017)

When the results were subjected to ANOVA analysis, it generated a significance level of 0.002 which showed that the information gathered was important as it can be used to determine the population’s parameter as it showed p-value of 0.002 <0.05. The results were statistically important as they showed the difference between means of the frequency of rewarding employees and employees’ efficiency, productivity and rates at which they meet their deadlines. Thus, the Null Hypothesis, **H₀₃**, should be rejected. These findings point that organizations where management offers different forms of motivation to employees, they play a great role in influencing employees to improve on their performance.

4.4 Performance Appraisal Practices and Performance of Employees in the Ministry of Health, Nairobi County, Kenya

The study also established that 48.4% of the employees indicated that the Ministry of Health very often do job evaluation, 16.9% indicated that the Ministry often do job evaluation, 29.8% indicated sometimes whereas a paltry 4.9% indicated never. 31.5% of the employees reported that the Ministry of health very often factor employees’ SWOT analysis during appraisal, 15.3% indicated often, 42.7% indicated sometimes whereas 10.5% indicated never. Departmental heads who were interviewed discounted the views expressed by the employees. One departmental head noted that job evaluation was carried out in the Ministry of health by analysis the strengths, weaknesses, opportunities and threats of employees. These findings affirmed the findings of Nykodym, Simonett and Welling (2009) that performance appraisal considers the strengths and weaknesses of a worker to improve on their performance, it provides a basis for rewards and punishment. This means that appraisal gives information for succession planning to agree with the selection process and training which encourages understanding between the managers and the subordinates. The study also established that 69.1% employees totally agreed that the Ministry of Health

rarely does job evaluation to enhance efficiency, and productivity at work. 19.4% agreed, 1.1% of the employees were undecided, 6.9% disagreed whereas 3.5% did not agree. The study also revealed that 71.4% employees totally agreed that by conducting job evaluation, the Ministry of Health has not reduced levels of absenteeism as did 17.9% of the employees. However, 2.3% of the Employees were not decided, 5.2% disagreed and 3.2% did not agree. The departmental heads however, refuted view that the Ministry of Health rarely does job evaluation.

The findings were in agreement with the study conducted in the Netherlands where Hackman and Oldham (2000) assert that appraisal system assists to find out the input of a worker towards attainment of organizational goals. Job evaluation results provide necessary information about the worker on the training and development needs as well as the monitoring part on the achievements. The study also found out that 75.1% employees agreed with that the Ministry of Health rarely appraises the strengths and weaknesses to enhance efficiency, and productivity at work as did 12.7% of the employees. However, 2.7% of the employees were not decided. 6.1% did not agree whereas 3.4% totally disagreed. 67.4% employees strongly agreed that conducting SWOT analysis amongst the employees by the Ministry of Health has not reduced levels of absenteeism as did 13.0% of the employees. However, 2.1% of the employees were not decided. 7.3% disagreed whereas 10.2% strongly disagreed.

During the interviews, the departmental heads did not agree with the employees. One departmental head observed that the Ministry carries out SWOT analysis while appraising the employees so as to improve on their productivity and reduce cases of absent seem. The findings further were in agreement with a study conducted in Mexico by Miller and Monge (2008) which found out that if not well conducted will have a negative impact on the employee as well as on the institution. They further found out that organizations which practiced appraisal effectively the decisions such as promotions, terminations, training and merit pay increases do ensure employee performance. Those employees who earn high marks in appraisal are motivated to perform well and maintain the performance.

Table 4.4: ANOVA Analysis of the Difference between Means of Frequency of Performance Appraisal, Employees’ Efficiency, Productivity and Rates of Meeting Deadlines

	Sum of Squares	df	Mean Square	F	Sig
Frequency of Performance Appraisal	666.052	3	222.017		
Efficiency	4624.168	3	1541.389	20.574	.044
Productivity	674.257	9	74.917		
Rates of Meeting Deadlines	5298.425	12	441.535		
Total	5964.477	15	397.632		

Grand Mean = 16.963

Source: SPSS Generated Data (2017)

The processed data had a significance level of 0.044. The information was important for drawing conclusion on the population’s parameter. The p-value of 0.044<5%, which showed that the results were statistically significant and that there is a significant difference between means of the frequency of

rewarding employees and employees' efficiency, productivity and rates at which they achieve their deadlines. Null Hypothesis, **H₀₄**, should be rejected as the p-value was $0.027 < 0.05$. When performance appraisal is effectively done, decisions such as promotions, terminations, training and merit pay increases do ensure employee performance.

5.1 Conclusions

The study established that employees' efficiency, productivity and ability to meet deadlines were low. Recruitment practices such as setting requirements, advertising existing vacancies and selecting successful candidates were commonly undertaken. However, these practices have rarely enhanced employees' efficiency, productivity at work and ability to meet deadlines. These further points to the fact that, at the Ministry of Health, recruitment practices carried out play important role in determining effectiveness and performance of employees. Such effectiveness is achievable if the Ministry of Health hires workers with the relevant knowledge, skills and aptitudes. Effective recruiting will avoid unnecessary costs, staff turnover, poor performance and dissatisfied customers.

Hence, these findings are indicative of the fact that institutions which find and attract staff with the necessary requirements register impressive performance, efficiency, intuitional image and ability to meet deadlines. From study findings, it is also evident that the Ministry of Health rarely organize for employees' continuous professional training, exchange programmes nor does it provide opportunities for personal development. Thus, these findings affirm the fact that providing opportunities for employees to undergo continuous professional training, leave for personal development and exchange programmes registered higher productivity compared with their competitors who did not. The Ministry of Health rarely conducts job evaluation or factor employees' SWOT analysis during performance appraisal. High marks on appraisal motivates employee to aim higher.

5.2 Recommendations

The Ministry of Health should use efforts in identifying an ideal mix of benefits that matches employee needs, developing a supportive culture respecting individual needs/values, and the continuous evaluation and improvement of organizational work life programmes, to bring in fruitful gains to individual employees as well as organizations. The Ministry of Health has to come up with good performance in behavioral terms and reward those employees who engage in performance behaviors. Training, performance strategy and goals are connected directly and indirectly. The study further evidenced that employees use and apply knowledge to improve efficiency, and solve problems when they are facilitated well. In regard to this, it is recommended that the Ministry of Health should endeavor to train their employees in order to improve the organizational performance. The Ministry of Health should provide employees chances to come up with ideas on what they want, they should delegate duties downwards. The management should assist employees to come up with achievable targets. Job evaluation should be used to determine employee's compensation. Contributions of employees should be considered by management in decision making.

5.3 Suggestions for Further Research

A study should be conducted to assess the influence of employees' attitude on performance at the Ministry of Health, Nairobi County, Kenya.

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